



Walden University
ScholarWorks

Walden Dissertations and Doctoral Studies

Walden Dissertations and Doctoral Studies
Collection

2019

An Analysis of Junior Enlisted Personnel Attrition in the U.S. Army

Posey Grier, Jr.
Walden University

Follow this and additional works at: <https://scholarworks.waldenu.edu/dissertations>



Part of the [Public Administration Commons](#), and the [Public Policy Commons](#)

This Dissertation is brought to you for free and open access by the Walden Dissertations and Doctoral Studies Collection at ScholarWorks. It has been accepted for inclusion in Walden Dissertations and Doctoral Studies by an authorized administrator of ScholarWorks. For more information, please contact ScholarWorks@waldenu.edu.

Walden University

College of Social and Behavioral Sciences

This is to certify that the doctoral dissertation by

Posey Grier, Jr.

has been found to be complete and satisfactory in all respects,
and that any and all revisions required by
the review committee have been made.

Review Committee

Dr. Anthony Fleming, Committee Chairperson,
Public Policy and Administration Faculty

Dr. Paul Rutledge, Committee Member,
Public Policy and Administration Faculty

Dr. James Mosko, University Reviewer,
Public Policy and Administration Faculty

The Office of the Provost

Walden University
2019

Abstract

An Analysis of Junior Enlisted Personnel Attrition in the U.S. Army

by

Posey Grier, Jr.

MPA, Strayer University, 2013

BA, University of Maryland, 1995

Dissertation Submitted in Partial Fulfillment

of the Requirements for the Degree of

Doctor of Philosophy

Public Policy and Public Administration

Walden University

November 2019

Abstract

Junior enlisted personnel are the workforce of the U.S. Army and a recruiting pool for Warrant and Officer Candidate School training programs. Before fulfilling their initial obligation of 8 years, 25 to 30 percent of enlistees receive separation orders from the Army. Consequently, attrition in this group has created a substantial problem in maintaining a trained and ready Army. The purpose of this correlational study was to understand what factors contribute to unfilled service of enlisted personnel. Specifically, this study focused on the number of years of service before departure, the cause of the early separations, and the subcategories as factors contributing to early separations. This was in comparison to the recruiting results of first-term, junior enlisted personnel. The data for this study came from the U.S. Department of Defense Demographics reports for years 2008 through 2013. These data were analyzed using a factor analysis procedure. The findings indicated 5 subcategories of early separations: Failure to meet military requirements, behavior unbecoming a soldier, inability to achieve the minimum Army standards, individual voluntarily requests for discharge, and serving their minimum active duty contractual obligations. The factor analyses revealed the percentage of variance of the early separations were most significant for individual voluntary requests for discharge and serving the minimum active duty contractual obligations. The positive social change implications stemming from this study include recommendations to the Defense Department to support eliminating the females' exemptions from registering. This will allow all eligible individuals to register with the Selective Service, thereby advancing the integration of women into combat arms positions throughout the military services.

An Analysis of Junior Enlisted Personnel Attrition in the U.S. Army

by

Posey Grier, Jr.

MPA, Strayer University, 2013

BA, University of Maryland, 1995

Dissertation Submitted in Partial Fulfillment

of the Requirements for the Degree of

Doctor of Philosophy

Public Policy and Public Administration

Walden University

November 2019

Dedication

To the memory of my Mother who crossed over to the next stage of life in 1989. She enforced strict adherence to hard work, respect for others, living by family values, and would not allow me to do anything until my daily schoolwork and chores were complete. She encouraged me to read and learn something new every day this guided me to this dissertation stage of my life. To the memory of my Son who crossed over to the next stage of life in 2011, taught me many lessons during his short life. He experienced more of life in 36 years than many experience in 72 years. To the memory of my Wife who crossed over to the next stage of life in 2018. She inspired me through her service as a pediatric nurse giving to those who were too young to do for themselves. Each of these individuals' actions motivated me through their contributions to help others and influence positive social change to persevere in my actions and make the most of life's journey of continuing to learn something new each day that can help others.

Acknowledgements

First, I must give thanks to my Creator, for putting me on this path of life and for keeping me in his grace and mercy. During this journey, when my get-up and go-got up and left, My Creator carried me through this stage of life's educational journey.

To Dr. Anthony Fleming, I am thankful for your guidance, feedback, and motivation throughout this entire process. Your mentorship and scholarly advice truly nurtured my hunger to continue my education and improve my research skills.

To Dr. Paul Rutledge, Thank you for guidance and patience as a member of my Committee and Methodologist during my educational journey.

To Dr. James D. Mosko, thank you for allowing me to participate in your weekly writing seminars. Your guidance, mentorship, and challenging discussions added the brick and mortar experience to this most challenging educational journey.

To the Village that helped me develop into the individual I am today, and that Village continues to support my immediate, distant, and spiritual family, friends, associates, and me. I offer a heartfelt thank you to the many editors that reviewed each section of the manuscript and provided their feedback that echoed the guidance of my Committee.

I offer a special thank you to my Granddaughters Katteria, Madani, and Chelsea; to my Sisters; Bonnie, and Linda, for each of your support during this most challenging period of my life; and to my Brother James, special thanks for his numerous counselling sessions and advice as I transitioned out of the U.S. Army back into my local community.

Table of Contents

List of Tables	iv
List of Figures	v
Chapter 1: Introduction to the Study.....	1
Statement of the Problem.....	2
Background	3
Nature of the Study	8
Research Questions and Hypotheses	10
Purpose of the Study	11
Conceptual and Theoretical Framework.....	12
Definitions.....	15
Assumptions.....	15
Scope and Delimitations	15
Limitation of the Study	17
Significance of the Study	18
Social Change	19
Summary	20
Chapter 2: Literature Review	22
Introduction.....	22
Literature Search Strategy.....	26
Theoretical Foundation	34
Literature Reviewed Related to Key Variables	34

Summary and Conclusion	37
Chapter 3: Research Method.....	40
Introduction.....	40
Research Design and Rationale	41
Research Questions	43
Methodology	44
Population and Sample	44
Sampling and Sampling Procedures	45
Procedures.....	46
Archival Data	47
Instrumentation and Operationalization of Constructs	49
Reliability and Validity.....	50
Summary	51
Chapter 4: Results	52
Introduction.....	52
Data Collection	52
Results	54
Summary	59
Chapter 5: Discussion, Conclusions, Recommendations.....	60
Introduction.....	60
Interpretation of the Findings.....	61
Limitations of the Study.....	63

Recommendations.....	64
Implications.....	66
Implications for Social Change.....	68
Conclusion	69
References	71
Appendix A: Definitions.....	83
Appendix B: Recommended G*Power Analysis Output F tests - ANOVA.....	87
Appendix C: SPSS - Factor Analysis Output Results Descriptive Statistics.....	90

List of Tables

Table 1. Military Service Obligation Periods of Election.....	4
Table 2. U.S. Army Active and Reserve Recruiting Mission Targets and Results	6
Table 3. Raw Data for Junior Enlisted Personnel Recruiting and Early Separations	8
Table 4. Literature Review Matrix – Primary Resources	23
Table 5. Raw Data for Junior Enlisted Personnel Early Separations Analysis.....	24
Table 6. Hypothesis and Research Question Matrix.....	43
Table 7. Attrition Data at Various Stages of the Military Service Obligation.....	48
Table 8. Example of Special Additional Information Recorded on the DD 214.....	49
Table 9. Raw Data: Junior Enlisted Personnel Recruiting and Early Separations.....	53
Table 10. Case Processing Summary	54
Table 11. Reliability Statistics: Cronbach Alpha.....	55
Table 12. Descriptive Statistics: Recruit Primary Categories Enlisted Separations	55
Table 13. Descriptive Statistics: Recruit and Subcategories Enlisted Separations.....	56
Table 14. Raw Data: Subcategories of Involuntary and Voluntary Separations	57
Table 15. Total Variance Explained Subcategories of Separations	58

List of Figures

Figure 1. A conceptual framework of Army initial entry training.....	13
Figure 2. The research strategy	26
Figure 3. A path-model depicting the army inculcation experience	33

Chapter 1: Introduction to the Study

Introduction

First-term, junior enlisted personnel attrition, is a problem in maintaining military readiness. In this study, I analyzed separations data during the 6 years of this study with the corresponding recruiting results. Junior enlisted personnel are the workforce of the U.S. Army. Warrant and Officer Candidate Schools will recruit from the enlisted population. After enduring the qualification screening, new recruits begin their journeys from civilians to soldiers (Military Entrance Processing Command [MEPCOM, 2014]). This includes Basic Combat Training (BCT) and Advance Individual Training (AIT) certifying them as Junior Enlisted Soldiers (U.S. Army, 2013). After completing initial entry training soldiers will serve in garrison and deployed environments. Frequently, during training and deployments an event occurs, which results in early separation from the Army. The separations are the results of the Army's decisions before the individuals complete their initial military service obligations (Powers, 2014). These early separations are difficult human resources challenges facing the Army (White, Rumsey, Mullins, Nye, & LaPort, 2014, p. 128).

It is imperative that those volunteering to serve in the U.S. Army understand the commitment expected. The U.S. Congress, exercise its "power to raise and support Armies, to provide for organizing, arming, and disciplining" the U.S. Military to defend the nation (U.S. Senate, 2002, p. 9). The U.S. Army will exercise its authority, leading its personnel wherever the President directs. The largest population is the junior enlisted soldiers who serve, wherever threats to the nation may exist. This strategy continues

today based on implementation of the Marshall Plan in rebuilding Europe after World War II (George C. Marshall European Center [GCMEC, 2012]).

Statement of the Problem

First-term, junior enlisted personnel attrition, is a continuing critical problem in maintaining Army readiness. Before fulfilling their initial obligation, 30% of first-term enlistees received separation from the Army orders (White et al., 2014, p. 138). White et al. (2014) demonstrated that attrition has become a serious challenge during the past 10 years averaging 25% to 30% with ongoing searches for solutions (p. 138). Although Powers (2014) suggested that 40% of new recruits did not serve through the first 4 years of their initial obligation, some separated during BCT (para. 2). Moreover, Lytell and Drasgow (2009) established that attrition has become significant in a time of limited resources (p. 348).

To address first-term junior enlisted personnel attrition, it is necessary to identify what factors entered into the Army's decision to issue these separation orders. To discover these factors, in this study, I used quantitative methods to help identify the percentage of variance of the early separations for the period of this study. Reducing first-term enlisted personnel attrition and eliminating fiscal losses to the taxpayers may increase the potential for those who volunteer to serve their full initial enlistment. My findings will contribute to the existing knowledge on attrition. In addition, separation at different stages of their enlistment is an indication of a recruit's acceptance of Army culture as their individual culture (Army Regulation [AR] 635-200, 2011, Chap. 5).

As junior enlisted, personnel attrition is a continuing critical problem. A more significant concern is that 75% of Americans 17 to 24 years old is ineligible to join the military (Christeson, Taggart, & Messner-Zidell, 2009, p. 1).

Background

Significant literature exists on challenges individuals encountered when volunteering for service in the U.S. Army. Early separations are a frustrating challenge for Army leadership (White et al., 2014, p. 138). Another challenge for Army leadership is marketing to an all-volunteer population where 75% were not eligible (Christeson, et al., 2009, p. 1). Moreover, a question remains regarding whether the all-volunteer force can provide the required personnel. On the other hand, should the nation reinstate a conscription program as one alternative? A requirement exists for young males to register when they reach age 18 years. As registration with the Selective Service is another call to defend the nation (United States Selective Service [USSS, 2014]). The initiative of the U.S. Department of Defense to integrate women into combat arms positions has generated discussions. One discussion is whether Congress should eliminate the females' exemption from registering (Kamarck, 2015; Pellerin, 2015; USSS, 2014).

Elimination of the military draft in 1973 resulted from protests and a general belief the process was unfair (Gill, 2013, para. 3). Acceptance of the all-volunteer force requires the U.S. Army to focus on 25% of the target population. In as much, individuals who volunteer for service in the U.S. Army have enlistment options. New recruits can negotiate their preferred options as part of the enlistment contract with their recruiters. The options can include assignment, incentives, locations, special skills, and for specific

periods of service, et cetera (AR 601-210, 2013, Chap. 9). A part of the enlistment options is service in both active and reserve components. Another option is service in the Reserve Component, in either the Army National Guard or Army Reserve, as displayed in Table 1 (AR 601-210, 2013, para. 2-16).

Table 1

Military Service Obligation Periods of Election

U.S. Military Service Obligation Periods may be elected as follows			
Minimum	Active Component	Reserve Component	Maximum
15	months	months	96
24	months	months	72
36	months	months	60
48	months	months	48
60	months	months	36
72	months	months	24
84	months	months	12
96	months	months	0

Note. Information taken from Active and Reserve Components Enlistment Program, AR 601-210, 2013, para. 2-16.

The U.S. Army maintains the readiness of its forces based on the fulfillment of the enlistment obligations. Where new recruits must achieve and maintain the established standards. These standards will ensure success with the necessary skills to perform any time and any place where there may be threats to the United States' national interest. This is a significant investment in keeping the nation secure. When individuals do not serve the full contract, resources are loss because of unknown factors. To discover the unknown factors that results in unfilled service, this study is necessary for those who volunteer and the nation as well.

The U.S. Army is one of five services young adults may join if they choose not to enter college or the local workforce. Joining the Army will help them gain job skills and

to experience the Army's value system to improve their personal values (AR 600-100, 2007, p. 16). An enlistment in the U.S. Army is one of the most significant life changing decisions young individuals can make. All careers will require individuals to attend training programs, which prepare them for the organization's culture. This training provides them with tools to assume responsibilities for positions within the civilian and military organizations that will employ them. Moreover, those organizations operate based on mission and vision statements to accomplish their objectives based on a value system, which is fair and equitable to all involved. This will allow those organizations to generate returns on whatever investment their stakeholders may contribute. The U.S. Army is obligated to comply with congressional mandates to ensure proper execution of taxpayers' resources.

As part of the processes used to inculcate U.S. Army culture into those volunteering to serve, is successful completion of Initial Entry Training (IET). Successful completion of IET will integrate the Army's value system, creeds, and philosophies during their transition (U.S. Army, 2013). Guiding the new recruits and junior enlistees in the successful performance of duties, and will support their oaths of enlistment (Morgan, 2012, para. 1). More important, gaining an education with Army values will contribute to positive social change benefiting the individuals, their families, and respective communities on returning home (AR 600-20, 2014, para. 1-5c [1]).

As such, there are considerable costs related to volunteering for service in the U.S. Army for the individuals and their communities. These costs effect the individuals differently as they transition back into their communities. The costs also have an effect

on the support mechanisms, which contributes the funding as the Army projects future requirements based on its annual losses (United States Army Recruiting Command [USAREC], 2013).

The U.S. Army recruiting mission has an ongoing challenge to replace its' annual losses, especially when junior enlisted personnel do not serve their full obligations. Managing attrition also includes retirements and individuals who choose not to reenlist after completing their initial obligations. Unfortunately, 40% of the recruits do not fulfill the first 48-months of their initial obligations (Powers, 2014, para. 2). This resulted in a \$15-billion dollar loss from early separations for the 6 years of this study (USAREC, 2013). Table 2 provides the annual recruiting targets and results during the 6-year period of this study (USAREC, 2013).

Table 2

U.S. Army Active and Reserve Recruiting Mission Targets and Results

U.S. Army Active and Reserve Recruiting Mission Targets and Results						
Fiscal Year	Targets		Results		Targets Totals	Results Totals
	Active Army	Army Reserve	Active Army	Army Reserve	Army Active and Reserve	Active Army and Reserve
2008	80,000	26,500	80,517	26,945	✓ 106,500	✓ 107,462
2009	65,000	22,500	70,045	23,684	✓ 87,500	✓ 93,729
2010	74,500	17,000	74,577	17,046	✓ 91,500	✓ 91,623
2011	64,000	19,320	64,019	19,998	✓ 83,320	✓ 84,017
2012	58,000	16,000	60,490	15,729	✓ 74,000	✓ 76,219
2013	69,000	20,130	69,154	15,569	✓ 89,130	✓ 84,723
Total	410,500	121,450	418,802	118,971	531,950	537,773
40% fail to complete first term enlistment = 215,109						215,109
Average annual recruiting accomplishments				89,629		
Taxpayer \$ loss to early separations = 15,552,395,160.00				\$2,592,065,860.00		\$15,552,395,160.00

Note. Data taken from U.S. Army Recruiting Command Website (USAREC, 2013).

The physical costs are the lives altered enduring the Army's IET programs. Using the newly acquired skills to succeed when ordered into hostile areas. Often, the enlisted

individuals will find themselves back in the local communities struggling to continue their lives after serving. Their families will also struggle helping them transition back into their communities, which appear foreign after embracing the Army's culture as their own. The fiscal cost to the individuals discharged for the convenience of the government is another part of their struggle. Many individuals struggle seeking assistance from some of the overworked Veterans Affairs agencies (Cohen, 2015, para. 8).

As such, "first-term junior enlistees attrition continues as an aggravating challenge for the military" (White et al., 2014, p. 138). To recruit and maintain forces ready for whatever emergency may occur is an ongoing mission. Moreover, White et al. recommended "further research to explore the predictors of 24-, 36, and 48-months" enlistment periods (p. 149). There was also a question raised about how "organization and social factors" may influence attrition is a concern for Army leadership (White et al., 2014, p. 149). Kubisiak et al.'s (2009) U.S. Army Research Institute report suggested a definite need for further research (pp. 56-57). Screening and identifying at-risk recruits with a goal of preparing them for the change to a military lifestyle will require further research. In addition, a need exists to increase strategic and systematic methods to reduce attrition (Kubisiak et al., 2009, pp. 56-57).

Screening processes also identify soldiers who achieve and exceed the standards for leadership training and potential promotions. Moreover, the Army recruits some of those individuals for the Officer and Warrant Officer training programs (Grier, 2015, p. 2). These training programs will result in some enlisted soldiers receiving appointments as commission officers. This process of growing leaders is part of the Army's ongoing

plans to sustain personnel readiness. Maintaining readiness levels for successful response to threats to the homeland or national interest is necessary in a time of growing unrest.

Nature of the Study

In this study, I followed a quantitative research design to collect secondary data (e.g., enlistment, service, and discharge information). The secondary data populates each individual's discharge certificate at separation (AR 635-8, 2014, p. 18). In this study, conducting a factor analysis of multiple years allowed exploration of the percent of variance for the 6-year period (Frankfort-Nachmias & Nachmias, 2008, pp. 427-429). In the analysis, I focused on early separations with the recruiting targets results depicted in Table 3.

Table 3

Raw Data for Junior Enlisted Personnel Recruiting Targets and Early Separations

	Recruiting		Early separations	
	Targets	Results	Voluntary	Involuntary
2008	80,000	80,517	30,077	19,758
2009	65,000	70,045	29,663	22,374
2010	74,500	74,577	31,356	24,239
2011	64,000	64,019	32,620	23,459
2012	58,000	60,490	34,331	26,531
2013	69,000	69,154	37,945	25,999
Total	410,500	418,802	195,992	142,360

Note. Information taken from U.S. Army Recruiting Mission Achievements (USAREC, 2013) and Department of Defense Demographics Reports for 2008-2013 (DOD, 2013).

It is imperative to discover any correlation between the soldiers' discharge certificates and their recorded Army experiences. This results in separation for the convenience of the government prior to fulfilling their initial obligations (AR 635-200,

2011, Chap. 5). Another consideration is the effect of each dependent variable (DV) and independent variable (IV) as well as the combined effect (Frankfort-Nachmias, & Nachmias, 2008, pp. 427-431). Moreover, Field (2013) suggested using factor analysis is best to measure several variables when the researcher cannot measure components directly (para. 17-2). In addition, the Army Research Institute Reports provide updates on the ongoing management practices and studies of how to reduce enlisted personnel attrition (Kubisiak et al., 2009, pp. 56-57).

The target sample population for this research study was non-prior service new recruits, soldiers, and veterans comprising individuals 18-years and older who served from 2008 through 2013 (USAREC, 2013). The agencies contributing to developing the sample population's data and records are the U.S. Army Recruiting Command, U.S. Army Human Resources Command, U.S. Army Training and Doctrine Command, and the soldiers' respective units. The use of this secondary data included a sampling frame to compare IVs and DVs. This may allow discovery of the variance between recruits enlistments and the early separations (AR 635-200, 2011, Chap. 5).

The key study IV influences were recruiter marketing, the U.S. Military Entrance Processing Command (MEPCOM) examination and processing, and the U.S. Army training integration and certification programs (MEPCOM, 2014). This also included permanent duty assignments, temporary duty assignments, deployments, professional development training, and promotion opportunities. The Army records this information on each certificate of release from active duty (AR 601-210, 2013, Chap. 8; AR 635-8, 2014, pp. 18-19; Ulmer, 2012, p. 50).

The secondary data came from U.S. Army Human Resources Command data reported in the Department of Defense, Demographics Reports. This plan includes using IBM Statistical Package for Social Science SPSS-24 (Green & Salkind, 2014) or similar software for the analysis. Data analysis using this software aided the investigating and analyses of soldier's secondary enlistment and separation data to discover possible correlations between DVs and IVs.

Research Questions and Hypothesis

The U.S. Army continues searching for ways to reduce attrition within its first-term enlisted ranks with 25% to 30% averages during the past decade (White et al., 2014, p. 138). This is a tremendous fiscal drain on the U.S. Army budget and American taxpayers. The cost to transition a civilian to a soldier is lost when those who volunteer do not fulfill their complete initial commitments. Converting the problem statement into research questions and testable hypothesis allowed analysis of multiple variables. Where collecting and analyzing secondary data assisted in discovering the gap in knowledge identified in the literature review (Frankfort-Nachmias, & Nachmias, 2008, pp. 436-438). The major hypothesis is that a correlation exists between the individuals' initial qualifications and their early separations (Frankfort-Nachmias, & Nachmias, 2008, pp. 436-438).

RQ: The central research question explored which years (2008-2013) experienced the most significant number of early separations in comparison with the enlisted personnel recruited.

(H_0) : is an unknown factor does not result in junior enlistee's early separations for the convenience of the government. Based on analysis of which years experienced the greater number of early separations.

(H_1) : is an unknown factor results in junior enlistee's early separations for the convenience of the government. Based on analysis of which years experienced the greater number of early separations.

A more in-depth discussion and explanation of the methodology planned for this study is located in Chapter 3.

Purpose of the Study

My purpose in this quantitative research study was to extract the percentage of variance of factors that may be influencing unfulfilled service of junior enlisted soldiers. This entailed concentrating on the enlistment accessions and early separations. My focus was on the service of individuals who were ages 18 years and older and voluntarily joined the U.S. Army (Frankfort-Nachmias & Nachmias, 2008, pp. 42-43; Merton, 1968, pp. 103, 157). The junior enlisted personnel will endure the rigorous evaluation, testing, training, certification, and service. However, the Army later issued separation orders for the convenience of the government prior to fulfilling their initial 8 years (AR 601-210, 2013, p. 147; Grier, 2015, p. 10). A priority will be to identify the cause or cause(s) for their limited service using Campbell and Stanley's (1963) "recurrent institutional cycle design: 'a patched-up' design" (pp. 57-61). My focus will be to assist those volunteering to fulfill at a minimum the initial obligations. More important, is influencing positive social change by helping junior enlisted personnel and their families succeed while

serving the nation. After separation from the Army, those individuals (soldiers) will continue their lives based on their adopted Army values (AR 600-100, 2007, p. 16). In addition, their actions based on the adopted Army values may contribute to the existing knowledge on reducing U.S. Army enlisted personnel attrition.

The IVs consisted of individuals separated prior to fulfilling their initial obligations as reported in the Department of Defense (DOD) Demographics reports (AR 601-210, 2013, p. 15; Department of Defense [DOD], 2013).

The DVs consisted of individuals' enlisted during 2008 through 2013, the 6 years of this study (USAREC, 2013).

The U.S. Army records the separation information on each individual's Department of Defense Form (DD Form 214) Certificate of Release or Discharge from Active Duty (AR 635-8, 2014, p. 11). The DD Form 214 is a summary of the soldier's most recent period of continuous active duty, which includes a brief clear-cut record of all periods of prior service at the date of separation (AR 635-8, 2014, p. 11).

Conceptual and Theoretical Framework

The concept, which supports this research study, consisted of Merton's (1968) argument of "research-then-theory" (p. 157). This helped analyze the factors that influenced junior enlisted recruits and soldiers behavior (Rudestam & Newton, 2015, p. 30). This framework will also help to analyze whether the behavior resulted from initial contact by the recruiter and continued throughout various stages of initial entry training, and service. Another factor for exploration was if such behavior did not comply with U.S. Army standards. This also resulted in separation for the convenience of the government,

prior to fulfilling their initial MSO (AR 635-200, 2011, para. 1-28; Powers, 2014, para.

2). The transition journey to U.S. Army life is illustrated in Figure 1, the conceptual framework of U.S. Army Initial Entry Training (IET) program (U.S. Army, 2013).

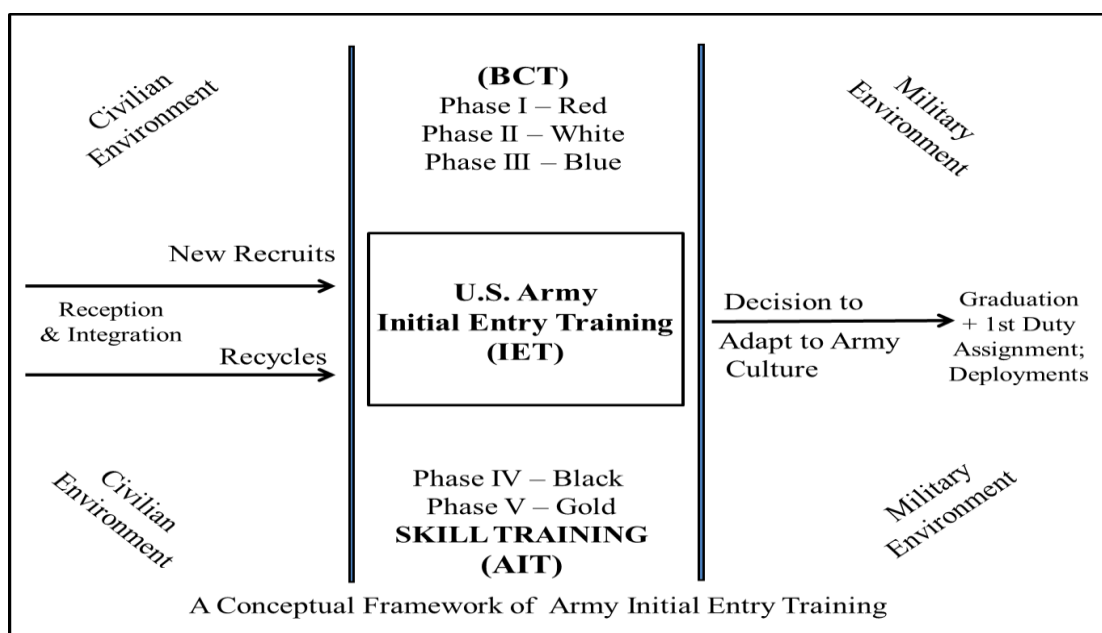


Figure 1. A conceptual framework of army initial entry training.

The major theoretical proposition and hypothesis is unknown action(s) or events(s) occur during the initial 8-year enlistment. These actions or events may influence the separation of 40% of non-prior service enlistees for the convenience of the government (Powers, 2014, para. 2). Some enlistees received separation orders during the initial entry training phases of their enlistment (Campbell & Stanley, 1963, pp. 57-61; Merton, 1968, pp. 157-162; Powers, 2014, para. 2). My research hypothesis was that a correlation exists between the individual's initial qualification, and their early separations (Frankfort-Nachmias & Nachmias, 2008, pp. 436-438).

The theory relating to this study's approach and research questions is because of multiple variables. Variables which influence an individual to volunteer to serve in the U.S. Army, after enduring the rigorous examination and testing (MEPCOM, 2014). A total of 40% do not serve the first 48-months of the initial enlistment (Powers, 2014, para. 2). This is critical to readiness as the transition training from civilian to soldier consisted of five phases of IET, depicted in Figure 1 (MEPCOM, 2014; U.S. Army, 2013). The "recurrent institutional cycle design" relates to this study where U.S. Army IET follows a cyclical schedule (Campbell & Stanley, 1963, p. 57). The U.S. Army continually conducts structured training programs to recruits during each 10-weeks cycle of BCT. This continues with the recurring cycles of each Military Occupation Specialty (MOS) or specific skills training (U.S. Army, 2013). I analyzed the factors during six (24-, 36-, 48-, 60-, & 72 months) years of the 8-year military service obligation.

The logical connection among key elements of the framework was to discover what occurred, starting with the initial interview with the recruiter. This included the various phases of IET, deployments, permanent duty assignments, leadership training, and potential toxic leadership (Ulmer, W.F., LTG, 2012). A total of 40% of non-prior service enlistees do not fulfill the first 48-months of their initial obligation (Powers, 2014, para. 2).

The framework of Merton's (1968) social theory and social structure argument of research then theory design can be used to examine unanticipated or abnormal factors. These factors are "inconsistent with established theories, and allows for development of a new theory" (Merton, 1968, pp. 157-158). Together with Campbell and Stanley's (1963),

“recurrent institutional cycle design,” does relate to this study approach and key research questions, instrument development, and data analysis (pp. 57-61). I concentrated on the recruiting periods and training cycles from 2008 through 2013. During this period, 40% of new recruits (215,109 of the 537,773) did not fulfill their initial obligations (Powers, 2014, para. 2; USAREC, 2013). As such, testing the hypothesis, using secondary enlistment and separation data for the 6-year period, will use factor analysis (Frankfort-Nachmias, & Nachmias, 2008, pp. 427-429).

Definitions

For definitions used in this study, see Appendix A.

Assumptions

I assumed a possible link between initial qualifications and early separations. I also assumed that a correlation existed between the DVs and IVs. This correlation could be an influence of early separations prior to soldiers serving their initial contracts. Another assumption was the DOD Demographics Reports data was accurate based on regulatory requirements which guides the in processing of new recruits (AR 601-210, 2013, para. 5-1a (1)).

Scope and Delimitations

The scope included exploring what occurred during a period when U.S. Army missions involved two major combat operations (Afghanistan and Iraq). This also included regular rotations to support existing operations stateside and abroad. Junior enlisted soldiers endure additional stressors supporting multiple combat deployments, assignments abroad and stateside supporting non-combat operations during their initial

enlistments. Moreover, to what extent did the additional stress influence junior enlisted personnel early separations? As each individual, adjusts to his or her regimented Army lifestyles, these are important questions to ask.

The specific aspect of the problem is to identify what factors result in averages of 25% to 30% annual attrition. When many non-prior service enlistees do not fulfill their initial commitments, it creates a significant fiscal loss to the taxpayers (White et al., 2014, p. 138). In addition, it is worth analyzing attrition at different stages during the initial enlistment to determine whether acceptance of Army ethnicity exists as their own and whether potential solutions to reduce attrition can be identified (Daley, 1999). The costs associated with maintaining a trained and ready Army is an investment in those who volunteer to serve. Adding to this investment are backlogs of VA claims. Claims exceeded 1 million during 2010 through 2012, and the “backlog grew from 180 to 594 thousand claims at the end of 2012” (Department of Veterans Affairs [DOVA], 2013, p. 3).

In this study, I analyzed data from individuals who processed through the Army transition centers (Frankfort-Nachmias & Nachmias, 2008, p. 321). In addition, the statistical testing included triangulating data in Tables 2 and 3 data to discover the percentage of variance (Frankfort-Nachmias & Nachmias, 2008, pp. 427-429). There may be correlations discovered among DVs and IVs from 40,354-plus soldiers and veterans separated for the convenience of the government (AR 635-8, 2014; Grier, 2015, p. 9).

A potential delimitation is the possibility there is so much data the research span may require reduction to ensure adequate sample sizes. Second, I limited this study to

U.S. Army soldiers separated during the period 2008 through 2013 (USAREC, 2013).

This study is limited to exploring active duty separations occurring before completion of the initial obligations. Because many personnel offices around the world will input soldiers' data into a single system, there may be variations in demographic variables.

Following Social Theory and Social Structure, "research-then-theory" design will allow for exploration of the factor variances. It will "go far beyond the verification and testing of theories; or confirming or refuting hypotheses; its actions help shape the theory" (Merton, 1968, p. 157). This will allow a broader assessment of recruits transitioning from their civilian cultures to the U.S. Army culture (U.S. Army, 2013). Moreover, the transition processes for the population departing the Army do not immediately exhibit a need for assistance. However, they will struggle later attempting to settle into their respective communities (DOVA, 2013, p. 3).

Limitation of the Study

One potential limitation of this study is that the soldier's separation data was prepared at the local unit and is subject to local policies and systems. In addition, soldiers had the option to process some actions directly into the system. Another possible limitation is how new enlistees characterize themselves ethnically. The use of secondary data limited individual feedback from questionnaires. However, my post doctoral research will include using questionnaires. One potential bias, which could influence this study, was allowing my experiences and passion to influence potential solutions. A possible solution to address any bias was allowing family as a third part of the review

process. Inviting family members allowed them to offer an additional perspective, echoing the guidance of my committee members (Rudestam & Newton, 2015, p. 246).

The literature review helped me to discover a gap linked to attrition of first-term enlisted personnel. The gap reveals a need to explore if organization factors result in many junior enlistee separations during different years of the initial obligation (White et al., 2014, pp. 138, 149). As such, I have provided additional insight and potential solutions to the challenge of early attrition that the U.S. Army has faced in past decades. Early separations can result in significant fiscal losses annually, together with the possible degradation in personnel readiness (White et al., 2014, p. 138). Identifying possible solutions may help those volunteering to serve at a minimum, their initial 8-year enlistment. The attrition encountered during the past decade is also a struggle for the veterans' support systems.

Significance of the Study

The implication of this study may help provide a better understanding of early separations. Why do junior enlistees receive orders curtailing their service for the convenience of the government? A curtailment of service that happens prior to fulfilling their initial obligations after enduring the rigorous 10-plus weeks journey of IET transitioning from civilians to soldiers (AR 635-200, 2011, para. 1-28; Powers, 2014, para. 2).

In addition, I analyzed factors that occur during their initial enlistment. Which factors increase the longevity of those who volunteer to serve in defense of their nation? Maximizing the Return on Investment (ROI) is important. The nation made a

commitment to the readiness of the U.S. Army and to the welfare of those who decide not to reenlist. Thus, returning citizens back to their local communities with the ability to function without dependency on an overtaxed Veteran's Administration (DOVA, 2013). This is critical for every level of local, state, and federal government as communities attempt to welcome back their favorites sons and daughters with a greater understanding of the assistance required with their transition.

Social Change

Providing for the defense of the U.S. government is a complicated experiment in a democracy. Some individuals choose service in the U.S. Army uniform as their method of contributing to social change. They will work in conjunction with individuals who opt for political, private, or public service as their contribution to social change. Reducing first-term enlisted personnel attrition, and eliminating fiscal, and physical losses to taxpayers, are critical elements of the United States' defense. Moreover, increasing the potential for service will contribute to improving personnel readiness levels. The findings of this study revealed only males must register with the U.S. Selective Service (USSS, 2014). This study and the current discussions on assignment of females to combat arms positions highlight the importance of requiring all eligible individuals register (Kamarck, 2015, Pellerin, 2015). The US Army operates based on recruiting from an all-volunteer population. The implication of this study for social change underscores the need for those in authority to rescind the females' exemption from registering (Kamarck, 2015).

More important, gaining an education and values-based foundation will benefit the soldiers and their families by helping them succeed while serving the nation. Service

in the U.S. Army will require support from the entire family for those in uniform. Those in uniform will convey their U.S. Army values throughout their respective neighborhoods as they endeavor to adjust to life back at home. They have a need to reflect positively in the military organizations, local communities, and the global partners who support the United States' national interests. Moreover, Americans must reduce the number of individuals needing help from many of the struggling veteran's agencies (Abramson, 2012). It is now a time when individual respect and respect for others seem to be lacking. Although the individual focus is how quickly, one can respond to social media.

Summary

In this study, I address the factors that results in junior enlisted personnel early separations. Separations ordered for the convenience of the government prior to the soldiers fulfilling their initial 8-year obligations. I extracted and analyzed secondary separation data by conducting factor analysis of early separations in comparison with the enlisted personnel recruited. This analysis may identify the percentage of variance resulting from the early separations.

In this chapter, I provided an introduction, a background, and a general overview of the problem and plan for further research. In Chapter 2, I provide an exhaustive review of the theme in the literature review relevant to this research. In Chapter 3, I defined the research design, the rationale, and the methodology, together with a presentation of the analytical procedures. In Chapter 4, I will objectively report the results of the research study with minimal bias or personal input. In Chapter 5, I provide an interpretation and

implications of the findings and recommendations for further research and implications for social change.

Chapter 2: Literature Review

Introduction

To understand further the effects of junior enlisted personnel attrition in the U.S. Army is my study topic. In this research study, I analyzed data for early separations with the recruiting targets achieved. Curtailments of service have averaged 25% to 30% during the past decade with approximately 40% not serving through the first 48-months (Powers, 2014, para. 2; White et al., 2014, p. 138). The Army ordered the separations for the convenience of the government prior to the individuals fulfilling their initial obligations (White et al., 2014, p. 138). This is a strain on the U.S. Army budget and taxpayers' contribution to the nation's defense. After the new recruits endured the demanding examination, screening and training processes to become soldiers and then they received orders directing early separation (U.S. Army, 2013).

Although many researchers have explored attrition in the military services, insufficient research has examined the effects of organization factors on first-term U.S. Army enlisted personnel (White et al., 2014, p. 149). In this study, I address two elements, recruiting targets achieved with the early separations, which may result from organization factors. The possibility of not deploying or serving on multiple deployments may be contributing factors in the 25% to 30% annual losses. Deploying when ordered is one of many duties of Army soldiers. Just as adhering to standards and values is a prerequisite for each soldier's rank. More important, future researchers can explore any influence of social factors on junior enlisted personnel attrition. Of more concern is that only 25% of the target population met the enlistment eligibility requirements (Christeson

et al., 2009). The primary resources and foundation supporting this study are in the literature review matrix Table 4.

Table 4

Literature Review Matrix – Primary Resources

Author, Title, Journal	Year	Purpose
Burkhauser, S., Hanser, L. M., & Hardison, C. M. Elements of Success: How types of secondary education credential helps predict enlistee attrition. RAND Corporation Report – RR374.	2014	Explores whether existing attrition data support policies regarding influences of distance learning and homeschool credential on attrition.
Christeson, W., Taggart, A. D., & Messner-Zidell, S. Ready, willing and unable to serve: 75% of young adults cannot join the military. Mission Readiness Organization.	2009	To determine what percentage of 17 to 24 years olds meets enlistment qualifications. By reporting three central reasons for not meeting requirements: Inadequate education, criminality, and physically unfit.
Powers, R. How to survive military basic training. Military Journal.	2014	A report to convey what individuals must do to successfully survive and complete basic combat training programs. As 40% do not serve through the first-four years. Some do not complete their basic combat training.
White, L. A., Ramsey, M. G., Mullins, H. M. Nye, C. D., & LaPort, K. A. Toward a new attrition-screening paradigm: Latest Army advances. Military Psychology.	2014	A study on how reducing first-term enlisted personnel attrition is an ongoing challenge. Which averages between 25 – 30%. With recommendation for further research into the influence of organization and social factors.

This review of literature reinforces the need for further research into attrition of junior enlisted soldiers serving in the U.S. Army. I analyzed secondary data to discover any correlation between the initial accessions and the early separations (Frankfort-Nachmias, & Nachmias, 2008, pp. 436-438). The raw data for the analysis is at Table 5 for each year of this study. The headings reflect the research questions based on U.S. Army Junior Enlisted Early Separations (DOD, 2013).

Table 5

Raw Data for Junior Enlisted Personnel Early Separations Analysis

	Early separations	
	Voluntary	Involuntary
2008	30,077	19,758
2009	29,663	22,374
2010	31,356	24,239
2011	32,620	23,459
2012	34,331	26,531
2013	37,945	25,999
Total	195,992	142,360

Note. This information came from Department of Defense Demographics Reports for 2008-2013 (DOD, 2013).

The United States continues to face challenges to its government and way of life from within its borders, from other nation states, and from non-governmental organizations opposed to freedoms that the United States represents. It is imperative that those volunteering for service understand the requirements demanded from volunteering to serve in one of the military services. Retaining qualified soldiers is an unremitting leadership task at every level of the U.S. Army, which is an important part in maintaining personnel readiness (Army Doctrine Reference Publication 6-22, 2012, para. 1-18). Maintaining readiness levels will allow responses for whatever contingency the national command authority may direct (AR 600-8-101, 2015, para. 5-3).

Since its founding, the United States has based its government on the Declaration of Independence and the U.S. Constitution, promoting Life, Liberty, and the Pursuit of Happiness (U.S. Senate, 2002). To “raise and support an Army” to defend the nation and

its interests, those volunteering must be able to fulfill at a minimum the initial obligations (U.S. Senate, 2002, p. 24). Therefore, the taxpayers will receive a ROI of their contributions to the nation's defense while the Army can continue operations without having to request supplemental funding authorizations.

The U.S. Army is an organization in which young adults may volunteer to serve in and gain a foundation of accountability, discipline, values, and work ethics (AR 600-100, 2007, p. 16; U.S. Army, 2013). They can incorporate an Army foundation and value system with their individual values. If their choice is service in the U.S. Army Uniform, as one way of contributing to positive social change. Service in the U.S. Army uniform will require those volunteers put their lives at risk when deploying wherever directed by the nation. Their deployments are often in response to disasters, fires, floods, hostile environments, hurricane relief, and support for the United States' allies worldwide. As global inaction and economic influence continue affecting the security of sovereign nations, threats to those nations become more significant challenges. This is especially true with the rise of anti-American sentiments from organizations, which attempt to inject their ideologies, threatening the United States' way of life and global security (U.S. Army, 2014, pp. 7-8).

To maintain the defense of the United States and enjoy the freedoms promised in the U.S. Constitution, U.S. Army Recruiters market to high school juniors and seniors. These students are 17 to 24 years of age and meet the 18 to 24 year old enlistment age requirements. Enlisting at age 17 years requires both parents to sign the waiver of consent for their child to enlist in the Army (AR 601-210, 2013, para. 2-3). If a child announces

plans to join one of the military services, this enlistment process for some parents who “have never set foot on, or near, a military base” can be a traumatic experience (Brye & Gatewood-Satter, 2015, pp. 250-251).

Literature Search Strategy

The literature for this study came from peer-reviewed articles in scholarly journals, research studies, and other databases focusing on attrition in the military. This specifically included information on the significant challenges that the U.S. Army faces managing attrition of its junior enlisted personnel (White et al., 2014, p. 138).

I focused on early separations and the recruiting targets achieved to discover the percentage of variance resulting from the U.S. Army decisions. Decisions made which curtailed the service of first-term junior enlisted personnel prior to completing the initial eight-year obligation (AR 601-210, 2013, para. 2-16). The strategy to support this study will follow the outline depicted in Figure 2.

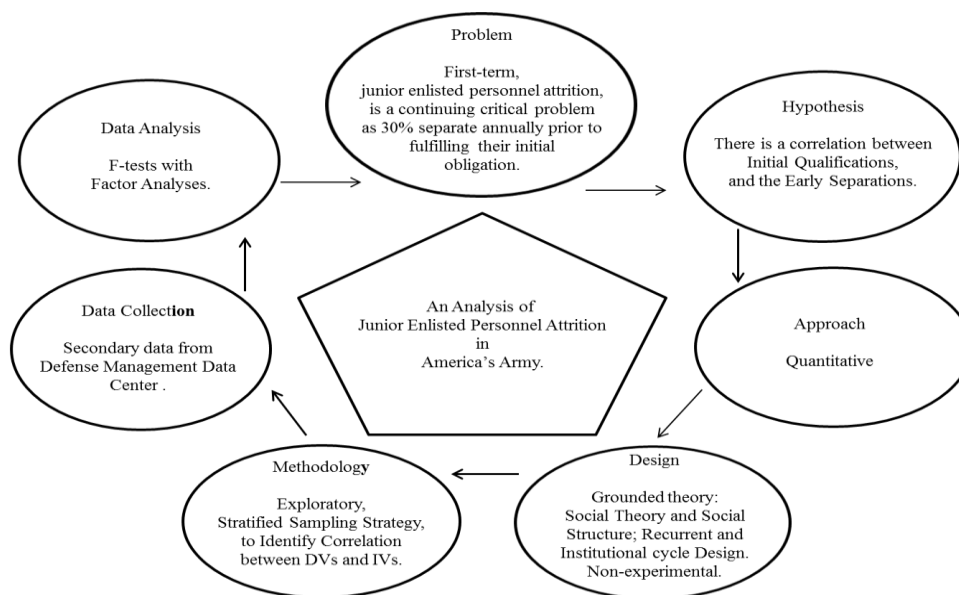


Figure 2. The research strategy – first-term junior enlisted personnel attrition.

The challenge the U.S. Army face is that only 25% of its target population meets the eligibility requirements to enlist (Christeson et al., 2009, p. 1). The recruiting target population is young adults who are ages 17 to 24 years. Although the target population is the United States' young adults, individuals may continue to enlist as long as they have not celebrated their 42nd birthday (AR 601-210, 2013, para. 2-3).

The primary reason that 75% of the target population cannot join is “inadequate education, criminal activity or record, and being physically unfit” (Christeson et al., 2009, p. 1). Moreover, their report suggests one in four new recruits do not have a high school diploma. Even with a diploma, many potential recruits cannot meet the Armed Forces Qualification Test (AFQT) enlistment requirements (Christeson et al., 2009). The number of potential recruits who take the Armed Services Vocational Aptitude Battery (ASVAB) and fail is around 30% (Christeson et al., 2009, p. 1).

A report for Department of Defense on the current use of education tiers based on initial qualification results to predict attrition asks the question: Do the current education tiers remain appropriate to forecast potential first-term enlistees' separations (Burkhauser, Hanser, & Hardison, 2014, p. iii)? This report is appropriate as a tool useful for managing and reducing enlisted personnel attrition. Burkhauser et al. (2014) suggested the need for further research to explore the potential for home schooling in conjunction with the AFQT as an alternative (p. iii). This may be used together with distant learning credentials regardless of their qualification test scores as a tool in predicting success during the initial enlistment (Burkhauser et al. 2014, pp. 11, 21).

Another disqualifier is encounters with the legal system. For example, a conviction for a felony or serious misdemeanor can be a disqualifier. Moreover, one in 10 young adults experienced at least one conviction (Christeson et al., 2009). A small number of individuals volunteering to join the military will meet all requirements except law violations (Christeson et al., 2009).

However, the U.S. Army enlistment program allows recruiters to submit through their chains of command requests for waivers. If approved, these waivers will grant exceptions for traffic, non-traffic, misconduct, and major misconduct offenses (AR 601-210, 2013, Chap. 4). These offenses include but are not limited to speeding, loitering, and looting. The commanders will base their determination of favorable consideration on governing Army regulations (AR 601-210, 2013, Chap. 4). The number of soldiers requiring approval of medical and moral waivers did increase during 2003 through 2008. However, the greatest number of waiver requests resulted for morals and misconduct (Gallaway et al., 2013, p. 265). In addition, alcohol, drugs, or serious non-traffic offences result in misconduct or military justice violations (Gallaway et al., 2013, p. 265). Furthermore, soldiers granted these waivers experienced higher levels of attrition.

Additionally, military justice actions also contribute to attrition of first-term junior enlisted personnel (AR 600-20, 2012, para. 2-5c). One example is the U.S. Army's April 2015 courts-martial summary report (Army Times, 2015). The April report consisted of 71 verdicts where the Army administered military justice for a variety of offences. Of the 71 verdicts, 41 were individuals in the target recruiting population

(Army Times, 2015). This one month of judicial actions adds to the challenges of reducing junior enlisted personnel attrition.

Another major disqualifier is the inability to meet the military health and physical standards. The Army established these standards to ensure the new recruits could successfully endure the rigorous training programs transitioning from civilian to a soldier (U.S. Army, 2013). Moreover, “27% of potential new recruits exceed the established weight standards” (Christeson et al., 2009, p. 1). Thus, they cannot join the military, while recruiters do turn many away during the initial screening processes (Christeson et al., 2009, p. 1). Meanwhile, the U.S. Army will continue its efforts to reduce attrition in its first-term enlisted ranks.

The U.S. Army continues struggling with its soldiers maintaining their weight standards, which also affects personnel readiness (Army Times, 2016, p. 18). As the latest data reveals soldiers are getting fatter. The U.S. Army leads the other services with the number of individuals struggling to meet the weight standards (Army Times, 2016, pp. 18-19).

Additionally, approximately 32% of the 17 to 24 year olds have other health issues (Christeson et al., 2009, pp. 1-2). These health issues include “asthma, vision, hearing, mental health problems, and attention deficit hyperactivity disorder” which limits the target population (Christeson et al., 2009, p. 2). Some are “too short or too tall, or are single parents with custody of a child and do not meet the eligibility” requirements (Christeson et al., 2009, pp. 1-2). Even more of a concern is those with multiple health issues or problems, which disqualify them.

To ensure the U.S. Army has the personnel to meet the rigorous qualification standards. Christeson et al., (2009) suggested one way to improve the pool of potential candidates is to focus on early education programs (p. 5). As an investment in The United States' future generations and will prepare them for survival in private or public service. This will serve as a feeder to support The United States' national security, while raising the national high school graduation rates. In doing this, the nation is providing individuals qualified to pilot future generations of aircraft, to operate dental and medical equipment, and to evolve as technologies evolve (Christeson et al., 2009).

Most important is preparing future generations for success in whatever endeavors they may choose. As many young adults will use the U.S. Army or another military service as a launching platform for life experiences. These new experiences based on military values will transfer into their respective communities during their re-assimilation. They can start the next chapter of their lives after Army service once they fulfill their initial military service obligations (AR 601-210, 2013, para. 2-16; U.S. Army, 2013).

Another foundation for this study comes from the Rand Corporation Arroyo Center. A study was done on the "Success of First-Term Soldiers: The effect of recruiting practices and recruit characteristics" (Buddin, 2005). In Buddin's (2005) report, the focus was U.S. Army's decisions for success recruiting non-prior-service first-term enlisted personnel for Fiscal Years (FY) 1995 through 2001 (p. xiii). During this period, Buddin (2005) reported the average cost to recruit one soldier was approximately \$15,000 in

fiscal year 2003 (p. xiii). The Buddin study examined how well did the recruit progress through the five phases of initial entry training and service.

There are the three phases of BCT (Red, White, & Blue) and two phases of AIT (Black & Gold), depicted in Figure 1. The lessons learned during training should continue throughout their enlistments (U.S. Army, 2010, p. 8).

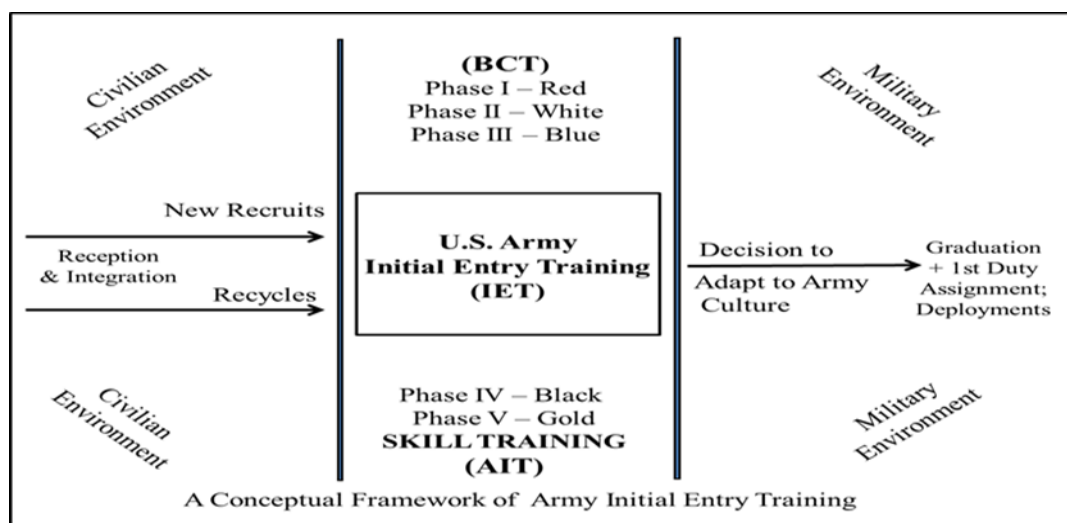


Figure 1. Conceptual framework of U.S. Army initial entry training.

The Buddin study recommended the U.S. Army take the following actions:

- Shorten the delayed entry program for high school seniors.
- Consider alternatives for fitness qualification screening.
- Monitor effectiveness of existing training policies and standards.
- Investigate policies to help at-risk demographic groups.
- Monitor whether the promotion system selects the best qualified.
- Collect better data to use in evaluation programs to improve recruitment efforts.

A seminal viewpoint is Kubisiak et al., 2009, update-13 in which the panel applauds U.S. Army efforts to manage and reduce attrition within its first-term enlisted ranks. The panel recommended the Army define both positive and negative attrition (Kubisiak, 2009, p. 48). There are those who achieve and some who will exceed the established standards. Those soldiers are part of the negative attrition management process something the Army must use to retain future careerist. Individuals who cannot achieve the established standard will exit the Army as part of the positive attrition management processes after recognizing Army-life is not their calling (Kubisiak et al., 2009).

The panel also suggests using the personal support dimension where peers will assist each other. Each recruit and soldier's actions will demonstrate the required support for the new recruits. Their actions are examples of what right looks like during the transition from civilians to soldiers (Kubisiak et al., 2009). This is a way of reinforcing the relationship of the battle-buddy-system. Where new recruits must help their peers and assist them by developing a sense of responsibility and accountability for fellow soldiers (Training & Doctrine Command Regulation [TR] 350-6, 2015, para. 3-2). The Army designed the system to improve safety and to sponsor success during the transition process depicted in Figure 3 (TR 350-6, 2015, para. 3-2).

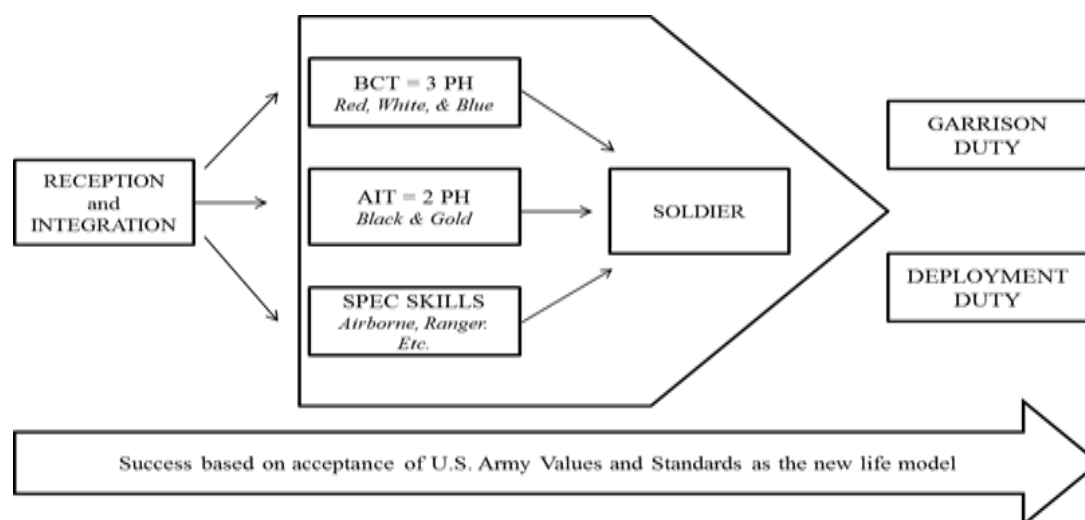


Figure 3. A path model depicting the Army inculturation experience.

This system includes performing tasks and providing social support, to navigate successfully throughout their initial entry training, using the lessons learned throughout their Army service (Kubisiak, et al., 2009, p. 54).

Further research to discover if another military service experienced challenges with first-term attrition revealed the “Australian Defence Force” (ADF) had similar challenges (Hoglin & Barton, 2015). The ADF is also an all-volunteer force whose strength is approximately 58,000 personnel (Hoglin & Barton, 2015, p. 44). The ADF consists of three services, the Army, Air Force, and Navy, and recruits over 4,900 soldiers, airmen, airwomen, and sailors annually. Of those recruits, about 31% will separate prior to fulfilling their initial obligation (Hoglin & Barton, 2015, p. 44). The ADF feels early separations of first-term enlistees are “a waste of resources and opportunity” (Hoglin & Barton, 2015, pp. 43-68). The ADF study discovered “low level of education and low aptitude scores” were indicators of first-term attrition (Hoglin & Barton, 2015, pp. 43-68). As compared with individuals who completed 12 years of

education before enlisting (Hoglin & Barton, 2015, pp. 43-68). Their study also revealed individuals enlisting in combat arms skills also had higher rates of attrition. Additionally, individuals under 19-years and over 24-years of age also experienced higher attrition rates (Hoglin & Barton, 2015, p. 49).

Theoretical Foundation

The theory, which supports this research study, was grounded theory. It consisted of Merton's (1968) argument of "research-then-theory" (p. 157). The study and argument addressed the variance between early separations and recruiting targets achieved during 2008 through 2013 (Rudestam & Newton, 2015, p. 30).

To test the hypothesis, this study explored if unknown factors occurred during the initial enlistment. Unknown factors have influenced some 40% of junior enlistee's separations before they fulfill their first 48-months (Campbell & Stanley, 1963, pp. 57-61; Powers, 2014, para. 2). The focus was to discover any correlation between dependent and independent variables, which may influence the U.S. Army decisions.

Literature Reviewed Related to Key Variables

The key dependent variables related to this study will consist of the recruiting targets achieved. The key independent variables related to this study will consist of individuals separated early. The types of separations are Release from Active Duty, Discharge, and Retirement (AR 635-8, 2014, para. 5-6w (1)). The focus is to discover any correlation between the recruiting targets achieved and the early separations. Some potential influences of DVs are family and cultural values, health and physical fitness, psychological fitness, and assimilation of the Army's military culture (Grier, 2015).

While some potential influences of IVs are U.S. Army marketing, Recruiter influence and promises, U.S. Military Entrance Processing Command examination, testing, and processing. This includes U.S. Army receptions, integration, training, and certification programs. It also includes operational assignments, deployments, professional development, promotions, and their separations (Grier, 2015). The assumption of this study is there is a correlation between the DVs and IVs, which influence separations prior to fulfilling obligations.

This research study will concentrate on the U.S. Army's recruiting mission and goals from 2008 through 2013, depicted in Table 2. The U.S. Army annually recruited approximately 89,629, totaling 537,773 individuals for the period of this study. Of those recruits, there were 215,109 (or 40%) falling short of fulfilling their initial obligations. This loss in unfulfilled service costs \$72,300 per recruit, which has a cost breakdown of \$22,300 for recruitment processes (USAREC, 2013, FAQ). The approximate cost of \$50,000 is for the Initial Entry Training phases combined with the recruitment processes (Dimascio, 2010, para. 8). The cumulative costs of first-term attrition losses for one service are a burden for the taxpayers. As such, the gap identified in the literature review makes this a most challenging problem (White et al., 2014, p. 138). This factor analysis is necessary to discover the percentage of variance of the separations prior to fulfilling their obligations. This should ultimately reduce the fiscal losses depicted in Table 2.

Table 2

U.S. Army Active and Army Reserve Recruiting Mission Targets and Results

U.S. Army Active and Reserve Recruiting Mission Targets and Results							
Fiscal Year	Targets		Results		Targets Totals		Results Totals
	Active Army	Army Reserve	Active Army	Army Reserve	Army Active and Reserve	Army Active and Reserve	Active Army and Reserve
2008	80,000	26,500	80,517	26,945	✓ 106,500	✓	107,462
2009	65,000	22,500	70,045	23,684	✓ 87,500	✓	93,729
2010	74,500	17,000	74,577	17,046	✓ 91,500	✓	91,623
2011	64,000	19,320	64,019	19,998	✓ 83,320	✓	84,017
2012	58,000	16,000	60,490	15,729	✓ 74,000	✓	76,219
2013	69,000	20,130	69,154	15,569	✓ 89,130	✓	84,723
Total	410,500	121,450	418,802	118,971	531,950		537,773
40% fail to complete first term enlistment = 215,109							215,109
Average annual recruiting accomplishments				89,629			
Taxpayer \$ loss to early separations = 15,552,395,160.00				\$2,592,065,860.00		\$15,552,395,160.00	

Note. Data taken from U.S. Army Recruiting Command Website (USAREC, 2013).

Achieving this goal could improve personnel and unit readiness levels for the Army. This should also lessen the physical losses and struggles for those who volunteer to serve. While also reducing the challenges some separated soldiers encounter seeking assistance from some of the struggling Veterans Administration agencies (DOVA, 2013, p. 8).

Furthermore, White et al. (2014) referenced a General Accounting Office (GAO) and Laurence 1998 report (p. 149). This report suggests their study was just gaining an understanding of the complexities of attrition in the U.S. Army. Although, their study's focus was exploration into the latest advances in attrition screening processes. Where they recommended further research into the influence of "organization and social factors" during different stages of the enlistment is warranted (White et al., 2014, p. 149).

The junior enlisted personnel ranks, serve as the developmental stages for the Noncommissioned Officers Program. They are a recruiting base for the Officer Candidate School and Warrant Officer Candidate School (Grier, 2015, p. 2). Therefore, reducing

junior enlisted personnel attrition requires maximum attention to maintain Army personnel readiness.

A solution is necessary because the cost is a drain on one of the military services in a time of limited resources for all. This is especially prudent at a time when fiduciary responsibilities are one of many duties of public administrators to ensure the ROI of taxpayers' revenue. More important, individuals committing to serve will recognize their service has not been in vain. In a time of trillion dollars deficit spending, continuing these processes may threaten the readiness of the Army. More importantly, it poses a threat to The United States' security, democratic style of government, and way of life. Moreover, the gap identified is further research is needed into organization factors as influencing junior enlistees attrition. The goal is to help those who volunteer fulfill their initial commitments. The desired results are returning soldiers to their communities needing minimal assistance from an endeavoring Veterans Administration agency (U.S. Government Accountability Office [USGAO]-14-469T, 2014).

Summary and Conclusion

This literature assessment provided insight into many challenges the U.S. Army experience in maintaining a trained and ready force. This is a difficult challenge recruiting and marketing to a select age group where 75% do not meet the enlistment standards. Academia and industry must also focus on the same individuals meeting each organization's qualification standards. A review of the theoretical foundation for this study supports analyzing data from the Army recorded experiences of its soldiers (Campbell & Stanley, 1963, pp. 57-61). This analysis will go beyond normal research

practices. It may discover any relationships between the percent of variance of enlistments and early separations (Merton, 1968, pp. 157-162) which possibly result in fiscal and physical losses that are critical to securing the nation.

The major theme identified in this literature review is junior enlisted personnel attrition continues as a frustrating resource challenge (White et al., 2014, p. 138). The gap identified in the literature review is for further research into the influence of organization and social factors. This review discovered 75% of young Americans could not join the U.S. Army (Christeson et al., 2009, p. 1). The reasons are inadequate education, criminal activity, or record, and physically unfit to meet the standards (Christeson et al., 2009, p. 1). This study also discovered “across the Australian Defense Force (ADF), 69%” did not fulfill their first-terms (Hoglin & Barton, 2015, p. 60). The ADF identified “low level of education and low aptitude scores” were indicators of first-term attrition (Hoglin & Barton, 2015, p. 43). Additionally, individuals with combat arms skills had higher rates of attrition. The ADF study expected future research would explore specific predictors over different periods of time (Hoglin & Barton, 2015, p. 43).

In future studies an online survey should explore any correlation between social factors with the data analyses, which result in curtailment of service. In the next chapter of this study, I provide the methodology and design, which will explore the factors and any relationships between DVs and IVs. These relationships may influence separations for the convenience of the government. In Chapter 4, I will present an impartial report of the results of this research study. In Chapter 5, I will provide an explanation and the

implication of the findings, with recommendations for further research, and implications for social change.

Chapter 3: Research Method

Introduction

In this chapter, I describe the methodology to support my analysis of what has influenced junior enlisted personnel early separations. I addressed the factors resulting in curtailment of service prior to serving the initial 8-year obligations. These obligations begin by completing 20 weeks of initial entry training, graduating, and reporting to their first duty assignments (U.S. Army, 2013). Starting their service journeys and attempting to fulfill their enlistment commitment, along with complying with whatever the Army deems necessary are the next steps of the journey. Unfortunately, averages of 25% to 30% did not fulfill their initial enlistment obligations (White et al., 2014, p. 138). A more significant concern is many did not make it through the first 4 years (Powers, 2014, para. 2). When issued separation orders for the convenience of the government, this curtailment of service has been a tremendous loss of resources. These resources were spent assimilating individuals who do not complete their obligations (AR 635-200, 2011, para. 1-28). Furthermore, some did not complete the basic combat training phase of their enlistments (Powers, 2014, para. 2).

The U.S. Army will continue working to reduce attrition within its first-term enlisted personnel ranks. I explored the factors causing this frustrating personnel challenge in recruiting and retaining a most valuable asset (White et al., 2014, p. 138). In addition, in this chapter, I provide the research design, rationale, the sampling, and population. This also includes the procedures, instrumentation, materials, and processes.

Finally, I conclude with a planned analysis of multiple variables using factor analysis, and close with the summary (Frankfort-Nachmias, & Nachmias, 2008, pp. 427-431).

Research Design and Rationale

The design for this study is quantitative. I conducted a non-experimental design, with a stratified sampling strategy. It tested the hypothesis that correlations exist between IVs and DVs to identify potential influences of unfulfilled service. Where did junior enlisted recruits and soldiers fall short on serving the full 8-year obligation (Powers, 2014, para. 2)? The rationale for using this approach mirrors the Army's cyclical training programs (AR 350-1, 2014, para. 3-27a; Campbell & Stanley, 1963). Discovering the factors, which influenced the Army's decision, is vital in reducing attrition. To test the hypothesis that unknown factors occurred. A factor loading compared the recruiting targets achieved with the early separations as listed in Table 3. (Frankfort-Nachmias & Nachmias, 2008, p. 429).

Table 3

Raw Data for Junior Enlisted Personnel Recruiting Targets and Early Separations

	Recruiting		Early separations	
	Targets	Results	Voluntary	Involuntary
2008	80,000	80,517	30,077	19,758
2009	65,000	70,045	29,663	22,374
2010	74,500	74,577	31,356	24,239
2011	64,000	64,019	32,620	23,459
2012	58,000	60,490	34,331	26,531
2013	69,000	69,154	37,945	25,999
Total	410,500	418,802	195,992	142,360

Note. Information taken from U.S. Army Recruiting Mission Achievements (USAREC, 2013) and Department of Defense Demographics Reports for 2008-2013 (DOD, 2013).

I used Merton's (1968) research-then-theory approach (pp. 157-162). This design allowed analysis beyond what the Army records on the DD Form 214, certificate of release or discharge (AR 635-8, 2014, para. 1-16). Many enlisted personnel did not serve the first 4 years of their initial contract (Powers, 2014, para. 2).

The study variables could result from family and cultural lifestyle, physical activity, health fitness, and acclimation to Army culture as DVs. Possible influences of DV were U.S. Army Recruiting and Marketing, Recruiter influence and promises, entrance examination, testing, and processing. In addition, the U.S. Army Reception, integration, certification programs, and possible influence of toxic leadership may result as IVs. As such, social theory and social structure, together with recurrent institutional cycle design was the foundation for this study. This allowed data analysis of soldiers' career experiences, which may influence the separations (Frankfort-Nachmias & Nachmias, 2008). This is the connection between the research questions of what was the percentage of variance between the recruiting targets achieved and junior enlistee's early separations.

Analyzing secondary data, for 6 of the 8-year initial enlistment extended prior research, thereby allowing analysis of the research questions and hypothesis (White et al., 2014, p. 149). This factored into discovering any correlation among early separations and recruiting targets and results. Discovering any correlation between early separations and recruiting results may contribute to reducing enlisted personnel attrition at various stages of the initial obligation (White et al., 2014, pp. 138, 149).

Research Questions

I tested the hypothesis of what influenced the attrition of junior enlisted soldiers prior to fulfillment of their initial obligations. In the research question, I focused on secondary DOD archive data, which constituted part of the soldiers' individual records (Frankfort-Nachmias & Nachmias, 2008; U.S. Army HRC, n. d.). This plan included using DOD Demographics' Reports data when this study reached the Institutional Review Board (IRB) level of approval (Walden University, 2014, p. 9).

The major hypothesis was there are correlations among the individuals' armed forces initial qualifications and early separations. The research question focused on which years (2008 to 2013) experienced the highest numbers of early separations in comparison with the personnel recruited. Discovering the percentage of variance, between enlistments and separations of individuals deemed qualified for Army service may be indicators of future losses. A hypothesis and research question matrix is in Table 6.

Table 6

Hypothesis and Research Question Matrix

<u>Hypothesis</u>	<u>Principal Research Question</u>	<u>Independent Variable</u>
There is a correlation between junior enlisted personnel initial qualification and their early separations.	The central research question will analyze which years experienced the greater number of early separations in comparison to the enlisted personnel recruited.	Individuals' Separated Early.
Null Hypothesis (H_0): An unknown factor does not result in junior enlisted personnel early separations for the convenience of the government.		Dependent Variable Recruiting Targets Achieved
Research Hypothesis (H_1): An unknown factor results in junior enlisted personnel early separations for the convenience of the government.		

Methodology

Population and Sample

The population and sample to facilitate this study consisted of U.S. Army non-prior service personnel, junior enlisted soldiers, and veterans. This included individuals who served during the years 2008 through 2013, as reflected in Table 2 (USAREC, 2013). In addition, these individuals received separation from the Army orders for the convenience of the government prior to fulfilling their initial obligations (Powers, 2014, para. 2). The primary age group was 18 to 24 years or older because this is the recruiting marketing group (Lopez, 2010, para. 22). In this study, I followed a stratified sampling approach. I compared and analyzed data for approximately 143,266 individuals or more, for each year of this study (DOD, 2013, USAREC, 2013). This resulted in data for an approximate total of 859,599 or more individuals (DOD, 2013, Frankfort-Nachmias & Nachmias, 2008, pp. 171-172).

The G*Power analysis recommended a sample size of 40,354 for an F tests – Analysis of variance (ANOVA): Repeated measures, with a power analysis: A priori: Compute required sample size – given α , power, effect size of the sample population (Appendix B; Faul, Erdfelder, Lang, & Buchner, 2007; Grier, 2015, p. 15).

As such, the recommended power analysis revealed at 90% with an effect size of 0.009035079, an error probability of 0.05 resulting in the total suggested sample of 40,354 (Appendix B; Faul et al., 2007). Using the 6, predictors denoting the years 2008 through 2013, where a critical $F = 2.21414$, with a Numerator $df = 5.0000000$; and a

denominator $df = 201760$; with the actual power of 0.9000058 (Faul et al., 2007; Grier, 2015; USAREC, 2013).

In addition, the range of values allowed for different sample sizes ranging from 60% up to 95%. This range represents the recommended sample size (Appendix B; Faul et al., 2007). Additionally, the sample population included individuals who processed through the U.S. Army Transition Centers where the Army Career Alumni Program, performs its separation missions (AR 635-8, 2014; Nelson, 2012; Ursano, Stein, Kessler, Heeringa, 2012; U.S. Army, 2011).

Sampling and Sampling Procedures

The sampling strategy employed the “recurrent institutional cycle design” (Campbell & Stanley, 1963, pp. 57-61). In this study, I searched for any potential relationships between DVs and IVs. A relationship may begin during initial entry training and continue throughout their Army service. This may sometimes result in discharges for the good of the government. The Army routinely ordered discharges for new recruits and junior enlisted soldiers prior to completing their initial obligations (AR 601-210, 2013, para. 6-13b). Therefore, testing the hypothesis that something occurred during the three phases of BCT or two phases of AIT is crucial (U.S. Army, 2013). This could happen for some soldiers during their deployments, and garrison duties, which may therefore reveal the unknown factors (Campbell & Stanley, 1963; Frankfort-Nachmias & Nachmias, 2008; U.S. Army, 2013).

This sampling procedures plan included individuals processed through the U.S. Army’s Transition Programs. Future research samples will include members of the

American Legion and Veterans of Foreign Wars. Once in receipt of the IRB application approval, the methodology used online services for data collection (American Legion, 2016; Rudestam & Newton, 2015; U.S. Army, 2015; VFW, 2015). The plan considered the U.S. Army as a microcosm of American society. Therefore, data collection included a representation based on the U.S. Army's recruiting demographics (USAREC, 2013).

Using a stratified sampling strategy ensured analysis of the entire sample population and reflected the Army's demographic profile. The analyses for this study used IBM SPSS-24 software to perform the analytical phase of this study (Frankfort-Nachmias & Nachmias, 2008, pp. 171-172, 315; Green & Salkind, 2014).

Procedures

The data collection process consisted of extracting data from the Department of Defense Demographics Reports. The reports were available at the Defense Management Data Center archives for multiple years. At the appropriate time (the approved IRB application), I began the input of data and started the review and analysis processes.

As such, the U.S. Army is an organization where handling new recruits and soldiers' information must comply with its military personnel information management regulations. This regulatory guidance ensured my gaining access, processing, and securing of personal information. This study complied with the Department of Defense and U.S. Army's management information systems directives. Compliance, integration of ethical concerns, and the established standards made this data the best source to support this research study (AR 335-15, 1986, para. 1-8; Walden University, 2014, p. 17).

Archival Data

The primary source of data for this study is U.S. Army military personnel records information. The Army archives this information as part of the day-to-day accountability and records management processes (AR 600-8-104, 2014, para. 3-5). As such, these documents constitute the soldiers history throughout his or her Army service. The Army maintains these documents in the Interactive Personnel Electronic Records Management System (AR 600-8-104, 2014, para. 1-6). The prescribed established regulations make this data the most reputable source for this research study.

There are two possible agencies to coordinate collection and requisition of the research data. Ongoing advancements in technologies have improved the management of U.S. Army Military Human Resource records management (AR 600-8-104, 2014, Chap. 1). The primary agency for the period of this study was the Defense Management Data Center. Fortunately, the data for this study was readily available to the public in the Defense Management Data Center Reports (DOD, 2013).

The collection of secondary data allowed analyses of multiple samples of data for 6 years, as depicted in Table 7 to search beyond the potential limitation identified during the literature review. The goal was to move toward an improved attrition-screening paradigm as the Army continues to advance (White et al., 2014, p. 149).

Table 7

Attrition Data at Various Stages of the Military Service Obligation

	Early separations		Total
	Voluntary	Involuntary	
2008	30,077	19,758	49,835
2009	29,663	22,374	52,037
2010	31,356	24,239	55,595
2011	32,620	23,459	56,079
2012	34,331	26,531	60,862
2013	37,945	25,999	63,944
Total	195,992	142,360	338,352
Yearly Average	32,665	23,726	56,392

Note. This information is an extract from the Department of Defense Demographics Reports for 2008-2013 (DOD, 2013).

This study focused on two organization factors influencing junior enlisted personnel attrition. The factors were voluntary and involuntary separations. To discover which factors may affect separations at different stages of their service. Future research should focus on the influences of social factors (AR 601-210, 2013, p. 147; White et al., 2014, p. 149). In this study, I analyzed recruiting targets achieved with the early separations data depicted in Tables 2 and 3. Additional data, which reflects the soldiers' type of separation and characterization of service, as displayed in Table 8 (AR 635-8, 2014, pp. 18-19). The certificate of release from active duty (DD Form 214) is the individual's official record of their Army service.

Table 8

Example of Special Additional Information Recorded on Each Discharge Certificate

Fiscal Year	Type of Separation	Character of Service	Authority	Reentry Code	Narrative Reason	Lost Time
2008	Discharge	Dishonorable	AR 635-5-1	4	Major Misconduct	
2009	Discharge	Bad-Conduct	AR 635-200, Chapter 14	4	Misconduct	0
2010						
2011	Discharge	Bad-Conduct	AR 635-200, Chapter 14	4	Misconduct	0
2012	Retirement	Honorable			Medical	
2013						

Note. This example taken from the U.S. Army April 2015 Courts-martial, report (AR 635-8, 2014, pp. 18-19; Army Times, 2015).

Instrumentation and Operationalization of Constructs

On receipt of the Walden University, approved IRB application (approval number 09-19-18-0462682) the next step was to retrieve the data to start the analysis phase of the research. Using Microsoft Windows Operating System with Malwarebytes Premium Security Software provided protection for the research data. The process entailed downloading the data into an external hard-drive with the capacity to process, 2.0 Terabytes of data. Additionally, this included using IBM SPSS-24 software package to perform the data analyses (Field, 2013; Green & Salkind, 2014).

The focus of this study addressed the percent of variance between the recruiting targets achieved and early separations for the 6 years of this study (White et al., 2014, pp. 138, 149). As such, applying Merton's (1968) "research-then-theory" during the exploration and analysis of soldiers' data may reveal what factors resulted in the separations (pp. 157-162). Together with the triangulation of data from Tables 2 and 3 allowed extraction of the percent of variance between the years of this study. Which of

these contributed in the decision to issue separation orders instead of allowing their continued service (White et al., 2014, p. 149)?

Reliability and Validity

In this study, I followed the guidelines established based on the Walden University IRB application. Once approved, the data analyses began with a focus on ensuring the reliability and validity of the study. Most importantly, was protecting all stakeholders involved in this research study was a priority (Walden University, 2014, pp. 17-18). Additionally, this plan included using Cronbach's alpha, to test the reliability of the analysis using the SPSS-24 (Field, 2013, pp. 706-710; Frankfort-Nachmias & Nachmias, 2008, pp. 422-425; Green & Salkind, 2014). There were some factors, which could affect the validity of this study and must have undivided attention. These include whether the data collection follows a stratified sampling strategy and the recommended population size. Whether the margin of error remained within the range recommended in the G*Power analysis (Faul et al., 2007; Frankfort-Nachmias & Nachmias, 2008, pp. 171-172).

Another potential threat to the validity of this study was to remember the data collection was for the 6-year period of 2008 through 2013. In addition, one focus was whether organization factors influenced the soldiers' separation for the convenience of the government. The results of the G*Power analysis recommended a sample size with a range that allowed an analysis of a larger or smaller sampling population if necessary (Faul et al., 2007).

Additionally, this study complied with Walden University IRB guidelines once approved. This ensured the processing of online data and Department of Defense's information was processed and analyzed without biases (Frankfort-Nachmias & Nachmias, 2008, pp. 69-80). This also ensured compliance with all established ethical standards (Walden University, 2014, pp. 17-18).

Summary

This chapter includes a description of the methodology to address what factors entered into early separations of junior enlisted personnel. The focus was junior-enlistee's separated for the convenience of the U.S. Army prior to completing their initial obligations. The methodology blends Merton's (1968) "research-then-theory" approach (pp. 157-162) with Campbell and Stanley's (1963) "recurrent institutional cycle" design.

This may assist in obtaining information that may offer changes, which may assist those individuals volunteering to serve successfully in the U.S. Army. Moreover, it may support the families in adjusting to the stress of Army service. While the individuals' are struggling to transition back into their respective communities. After having the Army's culture, inculcated into their family values during his or her respective service, this can be a difficult process (AR 600-100, 2007, para. 1-5).

The next chapter will discuss the results of the data analyses. It will address the percent of variance gained from conducting a factors loading. To discover which years and categories experienced the higher number of early separations for the 6 years of this study. Which factors contributed to junior enlisted personnel attrition during various stages of their initial obligations (White et al., 2014, pp. 138-149)?

Chapter 4: Results

Introduction

In this chapter, I provide the findings of this quantitative research study on junior enlisted personnel attrition in The U.S. Army. My purpose in this study was to discover which years and categories experienced the most number of early separations and variances. I analyzed two of the four primary categories of enlisted personnel separations during the fiscal years 2008 through 2013. The two primary categories of enlisted personnel separations for this study were involuntary and voluntary.

Data Collection

The collection of data to support this study came from secondary sources in the Department of Defense (DOD) archives. The sources were a compilation of data reported from multiple military agencies to the Defense Management Data Center (DOD, 2018). These reports are an annual synopsis reporting on the military's personnel, their families, and their respective communities (DOD, 2013). I focused on U.S. Army Active Duty, junior enlisted personnel early separations. The recruiting data taken from Table 2 of this study and added to the voluntary and involuntary separations published in the DOD Demographics reports are shown in Table 9 (DOD, 2013; USAREC, 2013).

Table 9

Raw Data for Junior Enlisted Personnel Recruiting and Early Separations Analysis

	Recruiting		Early separations	
	Targets	Results	Voluntary	Involuntary
2008	80,000	80,517	30,077	19,758
2009	65,000	70,045	29,663	22,374
2010	74,500	74,577	31,356	24,239
2011	64,000	64,019	32,620	23,459
2012	58,000	60,490	34,331	26,531
2013	69,000	69,154	37,945	25,999
Total	410,500	418,802	195,992	142,360

Note. Information taken from U.S. Army Recruiting Mission Goals (USAREC, 2013) and Department of Defense Demographics Reports for 2008-2013 (DOD, 2013).

My focus in this study was on junior enlisted personnel separated prior to fulfilling the initial obligations. The raw data consisted of recruiting targets, results, and voluntary, and involuntary separations from the sample population. The U.S. Army recruiting targets for 2008 through 2013 were 410,500 individuals (USAREC, 2013). The U.S. Army exceeded the targets by recruiting 418,802 individuals (USAREC, 2013). However, the U.S. Army issued 195,992 voluntary and 142,360 involuntary separation orders during 2008 through 2013. This resulted in a total for these two separation categories of 338,352 individuals. This equated to 80.8% of the individuals recruited during the period of this study receiving separation orders. A more significant concern was the U.S. Army separated 21,995 more individuals than they recruited during the 6 years of this study (DOD, 2013).

Results

The case processing summary shows the number of years of this study. Where $N = 6$, for the years 2008 through 2013 as depicted in Table 10.

Table 10

Case Processing Summary

		<i>N</i>	%
Cases	Valid	6	100.0
	Excluded ^a	0	.0
	Total	6	100.0

Note. a. Listwise deletion based on all variables in the procedure.

Another part of this study was to calculate Cronbach's alpha. This allowed measurement of the reliability of using the U.S. Army's Recruiting Targets, Results and the DOD Involuntary and Voluntary Separations data. When measuring the consistency of a measure, an acceptable Cronbach alpha value is .7 or .8 (Field, 2013, p. 709). In measuring the reliability of the involuntary and voluntary separations, data for this study depicted the Cronbach alpha value as .869 (Field, 2013, p. 709). The Cronbach alpha value based on standardized items was .881 as $n = 2$, for involuntary and voluntary separations categories. The reliability statistics listed in Table 11 is for the primary categories of separations for the years 2008 through 2013.

Table 11

Reliability Statistics: Cronbach's Alpha

Cronbach's alpha		
Cronbach's alpha	Standardized items	<i>n</i> = number of items
.869	.881	2

The descriptive statistics for the recruiting and four *primary categories* of enlisted personnel separations provide the Sum, Mean, and the Standard Deviation. These four categories consisted of involuntary separations, voluntary separations, retirements, and deaths as depicted in Table 12 (DOD, 2013).

Table 12

Descriptive Statistics: Recruiting - Primary Categories of Enlisted Personnel Separations

	<i>N</i>	Sum	Mean	<i>SD</i>
Recruit targets	6	410,500	68,416.67	7.889,339
Recruit results	6	418,802	69,800.33	7.186,755
Involuntary separation	6	142,360	23,726.67	2.487,647
Voluntary separation	6	195,992	32,665.33	3.100,942
Retirements	6	98,878	16,479.67	4.424,502
Deaths	6	3,567	594.50	111,823
Valid N (listwise)	6			

The specific focus of this research study was the categories involuntary and voluntary separations. The subcategories of involuntary separations consisted of legal issues, standards of conduct, military requirements, Behavior, Performance, and Other actions. The sub-categories of voluntary separations consisted of expiration term of service (ETS), voluntary early release, personal, family, and other military service actions

(DOD, 2013). The descriptive statistics for the recruiting and *subcategories* of involuntary and voluntary separations provide the Sum, Mean, and the Standard Deviation as depicted in Table 13.

Table 13

Descriptive Statistics: Recruiting and Subcategories of Enlisted Personnel Separations

	<i>N</i>	Sum	Mean	<i>SD</i>
Recruiting targets	6	410,500	68,416.67	7,889.339
Recruiting results	6	418,802	69,800.33	7,186.755
Legal issues, standards of conduct	6	51,408	8,568.00	1,128.841
Military requirement, behavior, performance	6	88,797	14,799.50	2,635.285
Other	6	2,155	359.17	250.207
ETS, voluntary early release	6	152,249	25,374.83	4,483.414
Personal, family	6	22,589	3,764.83	647.857
Other military service	6	21,154	3,525.67	1,074.192
Valid <i>N</i> (listwise)	6			

The mean difference between Recruiting Targets and Results were 1383.66. This data reflected the success of U.S. Army Recruiters during the period 2008 through 2013, where the Army exceeded its recruiting goals by 8,302 recruits. The mean difference between involuntary and voluntary separations was 8938.66. This data reflected a higher number of soldiers exited the U.S. Army based on voluntary separations orders than there were for involuntary separation orders. The combined numbers of involuntary and voluntary separations were 21,995 more than the U.S. Army Recruited during the 6 years of this study. Table 14 provides the raw data for the involuntary and voluntary separations (DOD, 2008-2013).

Table 14

Raw Data for Subcategories of Involuntary and Voluntary Separations by year

	2008	2009	2010	2011	2012	2013	Total
Involuntary							
Legal issues, standards of conduct	7,155	9,091	9,347	9,424	9,310	7,081	51,408
Military requirement, behavior, performance	11,821	12,842	14,446	13,832	17,099	18,758	88,797
Other	782	441	446	204	122	160	2,155
Total	19,758	22,374	24,239	23,459	26,531	25,999	142,360
Voluntary							
ETS, Voluntary early release	20,481	21,273	23,825	25,912	28,514	32,244	152,249
Personal, family	4,979	3,954	3,377	3,227	3,658	3,394	22,589
Other military service	4,617	4,436	4,154	3,481	2,159	2,307	21,154
Total	30,077	29,663	31,356	32,620	34,331	37,945	195,992

The involuntary separations trended upward starting with 19,758 separations in 2008. The upward trend continued through 2010 with 24,239 involuntary separations. In 2011, involuntary separations dropped to 23,459. In 2012, involuntary separations trended up again with 26,531. At the end of this study, there were 25,999 involuntary separations in 2013 (DOD, 2013). The voluntary separations started with 30,077 in 2008, and dropped to 29,633 in 2009. The upward trend continued with 31,356 in 2010; at the end of this study, there were 37,945 voluntary separations in 2013 (DOD, 2013). The greater number of separations was Expiration Term of Service and Voluntary Early Release. The second greater number of early separations was Military Requirements, Behavior, and Performance.

This upward trend of individuals who departed the Army during the 6 years of this study continues as a challenge for Army leadership. To describe whether involuntary

or voluntary separations resulted in the greater variance during the period of this study

Table 15 lists the total variance explained.

Table 15

Total Variance Explained: Subcategories of Involuntary and Voluntary Separations

Component	Initial Eigenvalues		
	Total	% of Variance	Cumulative %
1. Recruiting targets	5.504	68.805	68.805
2. Recruiting results	1.780	22.249	91.054
3. Legal issues, standards of conduct	.560	7.004	98.058
4. Military requirement, behavior, performance	.109	1.357	99.415
5. Other	.047	.585	100.000
6. Expiration term of service (ETS), voluntary early release	1.968E-16	2.460E-15	100.000
7. Personal, family	-1.395E-16	-1.743E-15	100.000
8. Other military service	-2.932E-16	-3.665E-15	100.000

Extraction Method: Principal Component Analysis.

The percent of variance for recruit mission is 68.8%, and for recruit achievement is 22.2% respectively. The percent of variance for the three types of involuntary separations include Legal issues and Standards of Conduct at 7.0%, Military requirements, Behavior, and Performance at 1.357%, and Other actions at 0.585% respectively. The percent of variance for the three types of voluntary separations include Expiration Term of Service (ETS) and Voluntary Early Release at 2.460%, Personal and Family issues at -1.743%, and Other military service actions at -3.665% respectively.

To extrapolate whether the U.S. Army separations will remain constant or continue an upward or downward trend. The DOD Separations data revealed involuntary separations trended downward from 2014 through 2017. The downward trend started with 23,208 in 2014. Resulting in 19,488 involuntary separations in 2017 (DOD, 2017). The voluntary separations trended downward starting with 34,915 separations in 2014.

The trend continued downward with 30,525 voluntary separations in 2015. The voluntary separations increased with 33,297 in 2016. This downward trend continued with 25,508 voluntary separations in 2017 (DOD, 2017).

Summary

This chapter provides the results of the quantitative analyses of which year and categories of separations experienced the greater number of early separations. For the period of this study, the U.S. Army recruited 418,802 individuals. Of a greater challenge for the Army is the 440,797 soldiers separated during the period when the U.S. Army was engaged in two major combat operations. These separations exceeded the total number of individuals recruited by 21,995. Based on the involuntary and voluntary separations the U.S. Army experienced during 2008 through 2013 there were 338,352 separations orders issued. The difference between the total soldiers separated and the separation orders for retirements and deaths were 102,445 soldiers. The enlisted early separations continued to trend upward during the period of this study. The year with the greater number of separations was fiscal year 2013. The category with the greater number of early separations was voluntary at 37,945. To the point where more soldiers departed the U.S. Army for voluntary or involuntary reasons. These enlisted separations occurred at a rate that may influence negatively the readiness if the leadership does not identify a solution. The early separations trended upward and downward for various reasons during the period of this study. Chapter 5 will provide an interpretation and implication of the results; discuss research limitations, implication for positive social change, and recommendations for further research.

Chapter 5: Discussion, Conclusions, and Recommendations

Introduction

My purpose in this quantitative study was to discover which years and categories had the largest number of early separations. I explored junior enlisted personnel attrition as a problem influencing military readiness. The U.S. Army exceeded its recruiting targets for the 2008 through 2013 timeframe. The research data revealed involuntary and voluntary separations accounted for the greater number of early separations. The year with the highest number of early separations was 2013 (DOD, 2013).

To lessen the effects of enlisted early separations has on maintaining Army readiness; the U.S. Army delayed some of the involuntary separations (Myers, 2018, para. 2). This decision allowed some soldiers to serve beyond the number of years that would normally require mandatory separation (Myers, 2018). Not all involuntary separations resulted from disciplinary or military justice actions. Some involuntary separations resulted from management policies designed to remove individuals that do not get promoted in the specified period of time (AR 601-280, 2011, p. 12). The U.S. Army also offered active Recruiters a \$1,500 monthly bonus to extend their assignments up to 12 additional months (Army Times, 2018). The U.S. Army continues offering monetary incentives designed to retain soldiers assigned in critical skills (Myers, 2019, pp. 16-19). The goal is to maintain unit readiness while recruiting from the 25% of individuals who can meet the enlistment requirements (Christeson et al., 2009).

Interpretation of the Findings

Extensive literature exists defining the challenges U.S. Army enlisted personnel face after volunteering to serve in defense of their country. The gap in information discovered during the literature review was a need to explore whether organization factors resulted in separations during different years of the initial enlistment obligations (White et al., 2014, pp. 138, 149). The findings of this study depicted the principal research question of which years and categories between 2008 and 2013 had a higher number of early separations compared to the personnel recruited (DOD, 2013).

I focused on two of the four primary categories of U.S. Army separations, for involuntary and voluntary reasons. Specifically, these were junior enlisted personnel separated prior to fulfilling their initial 8-year obligations. Unfortunately, these two separation categories created a deficit of 338,352 soldiers during the 6-years of this study for the U.S. Army (DOD, 2013).

The theoretical framework, which supported this study, was the Social Theory and Social Structure (Merton, 1968, pp. 103, 157). It prompted multiple analyses of enlistment and separation data. The analyses revealed the U.S. Army separated more soldiers than it recruited during the 6 years of the study (DOD, 2013 & USAREC, 2013). The separations equated to 80.8% of the target population recruited during the 6 years of this study (DOD, 2013 & USAREC, 2013). Of more concern was the total number of separations during the period of this study, 440,797 soldiers.

The factor analyses of which years and categories experienced the highest number of enlisted early separations in comparison to the personnel recruited indicated the

following. The higher numbers of separations were in the voluntary separation category. A further breakdown of the subcategories of Army separations revealed. The specific subcategories of the voluntary Separations were Expiration Term of Service and Voluntary Early Release with 2.46% variance. The second largest numbers of separations were in the involuntary category, specifically Military Requirement, Behavior, and Performance with 1.36% variance (DOD, 2013). The voluntary separations for the entire period of this study experienced the overall largest number of separations (DOD, 2013). The research hypothesis that unknown factors resulted in junior enlistee's early separations for the convenience of the government is supported. Tables 14 and 15 provide the raw data and the total variance of the subcategories of involuntary and voluntary separations. The analysis of the years 2008 through 2013 revealed a continuing challenge with junior enlisted personnel attrition. It also revealed the largest variance of early separations was for voluntary reasons. The second largest variance of early separations was for involuntary reasons.

Looking beyond the 6 years of this study, an all-voluntary military will continue to challenge U.S. Army leaders to maintain readiness. To determine the potential for Junior Enlisted personnel attrition in future years will require using data from the DOD Reports. The data gained from the DOD Demographics Reports for the years 2014 through 2017 provided insight into some of those challenges. Only 29% of the current target population can meet the enlistment requirements (Spoehr & Handy, 2018, para. 1) compared with 25% during the 6 years of this study (Christeson et al., 2009).

To achieve or exceed the recruiting targets, the U.S. Army continually adjusts its focus. It has changed its focus to metropolitan cities such as Boston, New York City, San Francisco, and Seattle, to attract the next generation of recruits (Fadel, & Morris, 2019; Myers, 2018). As the Army moves forward with its new strategy, there are challenges to overcome (Myers, 2018, para. 5). One of the Army's challenges is less than 1% of its target population in these cities has shown interest in serving (Myers, 2019, pp. 16-19; Myers, 2018, para. 6).

Limitation of the Study

There were limitations identified during this study. One limitation of this study is the focus was on active duty junior enlisted personnel only. There was much more data available than recommended by the results of the G-Power Analysis (Faul et al., 2007). The additional data was the reason for narrowing the focus to active Army junior enlisted personnel. The preparation of soldiers' data during accession and separation is a decentralized process. Local policies and each military service's regulations governed the decentralized submissions. The U.S. Army reported this same data annually to the Department of Defense. As such, this study analyzed secondary data published as annual reports by the Defense Management Data Center (DOD, 2013).

The results of the analyses in Chapter 4 revealed junior enlisted personnel attrition is a continuing critical problem for U.S. Army leaders. The departures make this problem unique for the Army in maintaining unit readiness levels to keep the nation secure (White et al., 2014, p. 138). The U.S. Army is the nation's largest military service; it required a greater number of recruits to accomplish the mission. This requirement resulted from

separating more individuals than it recruited during the 6 years of this study (DOD, 2013 & USAREC, 2013). These enlisted separations resulted in more than \$15 billion losses in taxpayer revenue for the 6 years of this study (USAREC, 2013).

Recommendations

In this study, I have revealed a need for further research to explore whether unknown factors resulted in separations before soldiers fulfilled the 8-year obligation. One suggestion is for additional qualitative research to gain an individual's perspective of their service experience from enlistment through separation. A definite strength of the current study was gaining access to the DOD Demographics reports. The information provided in the Demographics reports would normally not be available to the public without requesting permission for access. The separations data is a combination of multiple programs the U.S. Army use to forecast future requirements. The availability of this data supported the exploration of this research study during 6 years of the 8-year enlistment (White et al., 2014, p. 149). The principal research question focused on what years 2008-2013 and categories had the largest number of separations (DOD, 2013). This was in comparison to the number of individuals recruited during the same period (USAREC, 2013). Considering the military testing and examination processes determined those individuals met the qualifications for U.S. Army service.

The large difference between the number of individuals separated and the number of individuals recruited will require input from the population of separated soldiers. Collection of this information will provide their individual experiences in seeking assistance from the veteran's support systems after separation. The Selective Service

processes, the Department of Defense, and the Department of Veteran's affairs make up The U.S. defense program. As this study discovered more individuals exited the U.S. Army than the recruiters were able to enlist. Attrition of junior enlisted personnel continues today as a critical problem for Army leaders.

To address this problem the U.S. Army has modified its recruiting and marketing strategies. The most recent strategy allows the U.S. Army to refocus its attention on some American metropolitan cities. This new strategy also uses the latest media technologies to reach the targets population (Dickstein, 2019). As the Army focuses on implementing its new strategy, there are concerns about meeting the authorized end strength for fiscal year 2019 (Myers, 2019, p. 8). This is important since the U.S. Army did not meet its recruiting targets for fiscal year 2018 (DOD NR-324-18). Furthermore, the Selective Service System (SSS) continued to report an increase in the number of potential registration violators (USSS, 2017, p. 7). These individuals attempted to evade the registration processes.

Another recommendation is to provide education and training for the recruiting force that will help them communicate with the target population (Shannon, 2013, p. 60). This training should emphasize the uniqueness of the target population Generation Z, while motivating them to accept military service as a paid internship for life's skills.

The current emphasis is on "Generation Z" and regions not normally, a target of the recruiters daily markets (Myers, 2019, pp. 16-17). The label Generation Z refers to individuals born during the "mid-1990s to the early 2000s" (Dickstein, 2019, para. 8). This is the next population of 17 to 24 year old individuals who may meet the eligibility

requirements for enlistment. The U.S. Army continues refocusing its attention to regions not a part of the current Army recruiting markets. Another way to gain access to the 18 to 25 year old target population is to allow females to register with the U.S. Selective Service (Kamarck, 2015, para. 1). Meanwhile the U.S. Government, policies now allow females to serve in combat arms skills and environments (Kamarck, 2015, para. 1). Additionally, the U.S. District Court for the Southern District of Texas granted a summary judgement that the current “male-only registration was unconstitutional” (Kamarck, 2019, p. 29).

This study also the recommends a review of the current law governing the selective service system. Considering females currently serve in garrison and hostile environments around the globe. This review should allow females the opportunity for registering with the selective service. This will contribute to positive social change by affording all eligible individuals the same opportunity to register. In repealing, the female’s exemption from registering for the selective service will also correct an outdated section of the law.

Implications

This research study discovered the Army’s challenges of recruiting from a voluntary population where 75% did not meet the enlistment requirements (Christeson et al., 2009, p. 1). The implications of this research study are to provide a greater understanding of the problem in managing junior enlisted personnel attrition. This study also recognized the U.S. Army separated more individuals than they recruited. The fiscal effect associated with losing more individuals than the organization recruited may delay

purchasing modern equipment or result in personnel serving on longer deployments. Overall, the loss of fiscal resources in a time of trillion-dollar deficit spending may lessen the Army's ability to accomplish the mission. A greater concern is the physical losses to the individuals who volunteer to serve. It is unfortunate many struggled when transitioning back into their local communities after not fulfilling their initial obligations (DOVA, 2013). The U.S. Army has modified its marketing strategy to meet this recruiting challenge and fill the junior enlisted personnel ranks. Maintaining readiness levels necessary to keep the nation secure is operating at a loss when the service separated more individuals than it recruited. Another possible solution is to allow all eligible 18 to 25 year old individuals register with the selective service. There are females serving in all ranks from Privates to General Officers who may have registered with the selective services if the law allowed. This would provide U.S. Army Recruiters access to additional individuals qualified for military service.

The SSS serves as a third tier of The U.S. national defense to register all 18 to 25 year old males (USSS, 2017, p. 11). The SSS sets an annual goal to register 90% of the target population (USSS, 2013, p. 5). The selective service calendar year 2016 national registration achievement was 92% of the target age group (USSS, 2017, p. 4). The law requiring individuals register if there is a call to defend the nation relies on all males to support the Armed Forces. The suspected number of registration violators increased from 2013 through 2017. One requirement of this law is to report individuals suspected of not registering to the Department of Justice. In 2013 there were 35,699 individuals suspected of not registering (USSS, 2013, p. 9). Looking forward to 2017, the number of

individuals suspected of not registering had increased to 184,051 individuals (USSS, 2017, p. 7). This reinforces the findings of this study, confirmed only males must register, and females should participate in the U.S. Selective Service process (USSS, 2014).

This study and the current discussions and assignments of females to combat arms positions highlight the importance of requiring all eligible individuals register (Kamarck, 2015, Pellerin, 2015). The U.S. Army operates based on recruiting from its population for an all-volunteer Army. Serving in the military requires the commitment of the individual, support of the organizations, their families, and their local communities to bring about this gradual but controversial change. This is critical to the recruiting efforts as many females are serving successfully at all levels in peacetime and hostile environments around the world (Pellerin, 2015).

Implication for Social Change

The laws of the United States support recruiting for an all-voluntary military (Dixon, 2013). This study discovered the current laws governing the selective service system operated without fairness for all Americans (Kamarck, 2019, p. 12). The unfairness of the current law is only males must register with the selective service. At the same time, the Army adjusts its focus to meet its recruiting targets to grow the Army (Myers, 2019, pp. 16-19). The implication of this study for positive social change highlights the need for those in authority to review the Selective Service Act (Kamarck, 2015). This is especially important considering the Selective Service System “has a Constitutional mandate to support The U.S. national defense (USSS, 2017, p. II). This review will allow further discussions on improving the overall Selective Service

processes. It is time for the Legislative Branch to review the current laws with a focus on ensuring equal and fair access for all Americans to register.

Based on this study, there were concerns erosion of American values resulted in the high numbers of involuntary and voluntary separations? A greater concern is only 29% of today's target population meets the enlistment requirements (Spoehr, & Handy, 2018). This is in comparison to only 25% of the target population meeting the requirements during the 6 years of this study. The current level of tension in America appears to have reached an impasse where there are only debates, with few decisions. The media continually reported multiple shootings in many American cities. Meanwhile individuals are stealing cars, breaking into churches and homes, assaulting their fellow citizens, showing little respect for others, or themselves.

Conclusion

This study used a grounded theory design with a stratified sampling strategy to perform multiple analyses of recruiting and separation data. Protecting the nation and its national interests require personnel in uniform with the endurance to serve the complete initial eight-year obligations. There is fiscal and physical costs related to maintaining a trained and ready Army; when the initial obligations are not fulfilled this affects U.S. Army readiness. The advancements in technologies will provide those who volunteer to serve with modern equipment. However, use of modern equipment does not remove the need for soldiers to occupy areas of the battlefield for various reasons. Therefore, the enlisted personnel volunteering must serve at least their initial eight-year enlistments in order for the taxpayers not to lose valuable resources. Recruiting qualified personnel is a

greater challenge when only 25% met the requirements to enlist (Christenson et al., 2009, p. 1; Spoehr, & Handy, 2018). Furthermore, 40% of the enlisted personnel received separation orders before they served the first 48-months of their enlistments (Powers, 2014, para. 2). There is an even greater concern with the 25% to 30% annual attrition rates of the remaining enlisted personnel who qualify for Army service (White et al., 2014, p. 138).

The U.S. Army Recruiting regulations allow adjustments to the marketing strategy by offering monetary incentives as an encouragement for the target population to enlist (USAREC, 2013). These adjustments worked well for recruiting new personnel during the period of this study (USAREC, 2013). The literature for this study identified enlisted personnel attrition as a continuing challenge for U.S. Army leadership.

In conclusion, this study identified more individuals departed the U.S. Army than the Army recruited during the 6 years of this study. This is an ongoing challenge for Army leadership, and may create additional challenges if the leadership does not identify a solution. Currently, 71% of the target population cannot meet the eligibility requirements to enlist (Spoehr, & Handy, 2018). This is another reason all eligible individuals should register with the selective service. In the past, the Congress has proposed numerous legislative changes to the selective service system (Kamarck, 2019). The majority of those proposals were to defund, repeal, terminate, reinstate authority, and require women to register (Kamarck, 2019). Unfortunately, the proposal that would change the law and require females to register has not yet passed into law. It is time for the legislative branch of government to do more than disagree with each other.

References

- Abramson, L. (2012). VA Struggles to provide Vets with mental health care. *National Public Radio*. Retrieved from <http://www.npr.org/2012/04/25/151319599/va-struggle-to-provide-vets-with-mental-health-care>
- American Legion. (2016). American legion contact information and contacts. Retrieved from <http://www.legion.org>
- Army Doctrine Reference Publication (ADRP) 6-22. (2012). Army leadership. Retrieved from http://www.apd.army.mil/pdffiles/adrp_6_22.pdf
- Army Regulation (AR) 37-104-4. (2005). Financial administration: Military pay and allowances policy. Washington, DC: Headquarters, Department of the Army. Retrieved from http://www.apd.army.mil/pdffiles/r37_104_4.pdf
- Army Regulation (AR) 335-15. (1986). Management information control: Management information control system. Washington, DC: Headquarters, Department of the Army. Retrieved from http://www.apd.army.mil/pdffiles/r335_15.pdf
- Army Regulation (AR) 350-1. (2014). Training: Army training and leader development. Washington, DC: Headquarters, Department of the Army. Retrieved from http://www.apd.army.mil/pdffiles/r350_1.pdf
- Army Regulation (AR) 600-8-101. (2015). Personnel-general: Personnel processing in-, out-, soldier readiness, and deployment cycle. Washington, DC: Headquarters, Department of the Army. Retrieved from http://www.apd.army.mil/pdffiles/r600_8_101.pdf
- Army Regulation (AR) 600-8-104. (2014). Personnel-general: Army military human

- resource records management. Washington, DC: Headquarters, Department of the Army. Retrieved from http://www.apd.army.mil/pdffiles/r600_8_104.pdf
- Army Regulation (AR) 600-20. (2012). Personnel general: Army command policy. Washington, DC: Headquarters, Department of the Army. Retrieved from http://www.apd.army.mil/pdffiles/r600_20.pdf
- Army Regulation (AR) 600-100. (2007). Personnel general: Army leadership. Washington, DC: Headquarters, Department of the Army. Retrieved from http://www.apd.army.mil/pdffiles/r600_100.pdf
- Army Regulation (AR) 601-210. (2013). Personnel procurement: Active and reserve components enlistment program. Washington, DC: Headquarters, Department of the Army. Retrieved from http://www.apd.army.mil/pdffiles/r601_210.pdf
- Army Regulation (AR) 601-280. (2006). Personnel procurement: Army Retention Program. Retrieved from http://www.apd.army.mil/pdffiles/r601_280.pdf
- Army Regulation (AR) 635-8. (2014). Personnel separations: Separation processing and documents. Washington, DC: Headquarters, Department of the Army. Retrieved from http://www.apd.army.mil/pdffiles/r635_8.pdf
- Army Regulation (AR) 635-200. (2011). Personnel separation: Active duty enlisted administrative separations. Washington, DC: Headquarters, Department of the Army. Retrieved from http://www.apd.army.mil/pdffiles/r635_200.pdf
- Army Times. (2018). Army offers big bucks to recruiters to get them to extend. (Meghann Myers – December 3 – 10, 2018). 79, 22; Retrieved from <https://militaryfreshnetwork.com/mfn-news/the-army-is-extending-recruiters->

orders-by-two-months-to-ask-them-if-they-want-an-extension/

Army Times. (2016). The Army's obesity epidemic: The force is getting fatter. Retrieved from <http://www.armytimes.com/coverstory/military/>

Army Times. (2015). Army releases results of April courts-martial. Retrieved from <http://www.armytimes.com/story/military/crime/2015/05/21/military-justice-ucmj-verdicts-april-2015/27710337/>

Brye, E. L., & Gatewood-Satter, N. (2015). *Be safe. Love Mom: A military mom's stories of courage, comfort, and surviving life on the home front*. New York, NY: Public Affairs, Perseus Book Group

Buddin, R. J. (2005). Success of first-term soldiers: The effects of recruiting practices and recruit characteristics. Rand Corporation, Arroyo Center. Retrieved from http://www.rand.org/content/dam/rand/pubs/monographs/2005/RAND_MG262.pdf

Burkhauser, S., Hanser, L. M., & Hardison, C. M. (2014). Elements of success: How type of secondary education credential helps predict enlistee attrition. *RAND Corporation Report RR374*. Retrieved from http://www.rand.org/pdfrd/pubs/research_reports/RR374.html

Campbell, D. T., & Stanley, J. C. (1963). *Experimental and quasi-experimental designs for research*. Boston, MA: Houghton Mifflin.

Christeson, W., Taggart, A. D., & Messner-Zidell, S. (2009). Ready willing and unable to serve: 75-percent of young adults cannot join the military. Retrieved from http://www.missionreadiness.org/2009/ready_willing/

Cohen, R. S. (2015, June 29). Iraq, Afghanistan, and the U.S. Military's morale "crisis"

[Web log post]. Brookings Institute. Retrieved from

<http://www.brookings.edu/blogs/markaz/posts/>

Daley, J. G. (1999). Chapter 18: Understanding the military as an ethnic identity. *Social work practice in the military*. Retrieved from

<http://connection.ebscohost.com/c/book-chapters/21851894/chapter-18-understanding-military-as-ethnic-identity>

Department of Defense (DOD). (2018). DOD Announces Fiscal Year 2018 Recruiting

and Retention numbers – *End of Year Report: Release No: NR-324-18*. Retrieved

from [https://dod.defense.gov/News/News-Releases/News-Release-](https://dod.defense.gov/News/News-Releases/News-Release-View/Article/1691314/departments-of-defense-announces-fiscal-year-2018-recruiting-and-retention-numbers/)

[View/Article/1691314/departments-of-defense-announces-fiscal-year-2018-recruiting-and-retention-numbers/](https://dod.defense.gov/News/News-Releases/News-Release-View/Article/1691314/departments-of-defense-announces-fiscal-year-2018-recruiting-and-retention-numbers/)

Department of Defense (DOD). (2018). Military One Source: *Demographics reports*.

Retrieved from

<https://www.militaryonesource.mil/leaders-service-providers/sp-1-spouse-education-and-career-opportunities/demographics-reports>

Department of Defense (DOD). (2017). Defense Management Data Center (DMDC):

Statistics and reports

https://www.dmdc.osd.mil/appj/dwp/stats_reports.jsp

Department of Defense (DOD). (2013). Defense Demographics Reports: *Profile of the military community 2008-2013*. Retrieved from

https://www.dmdc.osd.mil/appj/dwp/dwp_reports.jsp

Department of Veterans Affairs (DOVA). (2013). Veteran's benefits administration:

Strategic plan to eliminate the compensation claims backlog. Retrieved from
http://www.benefits.va.gov/transformation/docs/VA_Strategic_Plan_to_Eliminate_the_Compensation_Claims_Backlog.pdf

Dickstein, C. (2019). The Army needs to recruit more Gen Z-ers and it's turning to recruiters' rap to do it. *Stars and Stripes*; February 1, 2019. Retrieved from
<https://www.stripes.com/the-army-needs-to-recruit-more-gen-z-ers-and-it-s-turning-to-recruiters-rap-to-do-it-1.566927>

Dimascio, J. (2010). Basic training gets an overhaul. *Politico*. Retrieved from
http://www.politico.com/news/stories/0710/39750_Page2.html

Fadel, L., and Morris, A. (2019). After falling short, U.S. Army gets creative with new recruiting strategy. *National Public Radio (NPR)*; January 6, 2019. Retrieved from
<https://www.npr.org/2019/01/06/682608011/after-falling-short-u-s-army-gets-creative-with-new-recruiting-strategy>

Faul, F., Erdfelder, E., Lang, A. G., & Buchner, A. (2007). G*Power: A flexible statistical power analysis program for social, behavioral, and biomedical sciences. *Behavior Research Methods*, 39, 175-191.

Field, A. (2013). *Discovering statistics using: IBM SPSS Statistics (4th ed.)*. Thousand Oaks, CA: Sage Publications, Inc.

Frankfort-Nachmias, C., & Nachmias, D. (2008). *Research methods in the social sciences (7th ed.)*. New York, NY: Worth Publishers.

Gallaway, M. S., Bell, M. R., COL., Lagana-Riordan, C., Fink, D. S., Meyer, C. E., &

- Millikan, A. M. (2013). The association between U.S. Army enlistment waivers and subsequent behavioral and social health outcomes and attrition from service. *Military medicine*, 178, 261-266. doi: 10.7205/MILMED-D-00316.
- George C. Marshall European Center (GCMEC) (2012, April 28) *For Security Studies*, April 28, 2012: *History of the Marshall Plan*, February 16, 2009. Retrieved from <http://www.marshallcenter.org/mcpublicweb/en/nav-mc-about-history/>
- Gill, K. (2017). Military conscription, recruiting, and the draft. *ThoughtCo: Defense and security* June 27, 2005. Retrieved July 20, 2013, from http://uspolitics.about.com/od/electionicissues/a/draft_5.htm
<https://www.thoughtco.com/military-conscription-recruiting-and-the-draft-3367856>
- Green, S. B., & Salkind, N. J. (2014). *Using SPSS for Window and Macintosh: Analyzing and understanding data* (7th ed.). Upper Saddle River, NJ: Pearson Education, Inc.
- Grier, P. (2015). Sampling: RSCH 8250 Week 11 Application Assignment-3. Walden University. Retrieved from https://class.waldenu.edu/webapps/blackboard/content/listContent.jsp?course_id=_6377137_1&content_id=22754699_1
- Hoglin, P. J., & Barton, N. (2015). First-term attrition of military personnel in the Australian Defence Force. *Armed Forces & Society*, 41(1), 43-68. doi: 10.1177/0095327X13494743. Retrieved from <http://eds.a.ebschost.com/eds/delivery?sid=3caa47-c669-4c70-94bf->

2f25d89f758d%4

Kamarck, K. N. (2019). *The selective service system and draft registration*.

Congressional research service issues-reportR544452. Retrieved from

https://crsreports.congress.gov_544452

Kamarck, K. N. (2015). *Women and the selective service*. Congressional research service

insight-reportIN10414. Retrieved from

<https://www.fas.org/sgp/crs/natsec/IN10414.pdf>

Kubisiak, U. C., Lentz, E., Horgen, K. E., Bryant, R. H., Connell, P. W., Tuttle, M. D.,

Borman, W. C., (PDRI); Young, M. C., (USARI); Morath, R. (ICF International).

(2009). *Review of intervention for reducing enlisted attrition in the U.S. Military:*

An Update. Retrieved from

[http://www.google.com/url?sa=t&rct=j&q=&esrc=s&source=web&cd=1&cad=rja&uact=8&ved=0ahUKEwj18qbQ0oLMAhXG2T4KHaDDA_oQFggfMAA&url=http%3A%2F%2Fwww.dtic.mil%2Fcgi-](http://www.google.com/url?sa=t&rct=j&q=&esrc=s&source=web&cd=1&cad=rja&uact=8&ved=0ahUKEwj18qbQ0oLMAhXG2T4KHaDDA_oQFggfMAA&url=http%3A%2F%2Fwww.dtic.mil%2Fcgi-bin%2FGetTRDoc%3FAD%3DADA508188&usg=AFQjCNHt8-9ucXnwrowBawiPNADusNn9iQ)

[a&uact=8&ved=0ahUKEwj18qbQ0oLMAhXG2T4KHaDDA_oQFggfMAA&url=http%3A%2F%2Fwww.dtic.mil%2Fcgi-](http://www.google.com/url?sa=t&rct=j&q=&esrc=s&source=web&cd=1&cad=rja&uact=8&ved=0ahUKEwj18qbQ0oLMAhXG2T4KHaDDA_oQFggfMAA&url=http%3A%2F%2Fwww.dtic.mil%2Fcgi-bin%2FGetTRDoc%3FAD%3DADA508188&usg=AFQjCNHt8-9ucXnwrowBawiPNADusNn9iQ)

[=http%3A%2F%2Fwww.dtic.mil%2Fcgi-](http://www.google.com/url?sa=t&rct=j&q=&esrc=s&source=web&cd=1&cad=rja&uact=8&ved=0ahUKEwj18qbQ0oLMAhXG2T4KHaDDA_oQFggfMAA&url=http%3A%2F%2Fwww.dtic.mil%2Fcgi-bin%2FGetTRDoc%3FAD%3DADA508188&usg=AFQjCNHt8-9ucXnwrowBawiPNADusNn9iQ)

[bin%2FGetTRDoc%3FAD%3DADA508188&usg=AFQjCNHt8-](http://www.google.com/url?sa=t&rct=j&q=&esrc=s&source=web&cd=1&cad=rja&uact=8&ved=0ahUKEwj18qbQ0oLMAhXG2T4KHaDDA_oQFggfMAA&url=http%3A%2F%2Fwww.dtic.mil%2Fcgi-bin%2FGetTRDoc%3FAD%3DADA508188&usg=AFQjCNHt8-9ucXnwrowBawiPNADusNn9iQ)

[9ucXnwrowBawiPNADusNn9iQ](http://www.google.com/url?sa=t&rct=j&q=&esrc=s&source=web&cd=1&cad=rja&uact=8&ved=0ahUKEwj18qbQ0oLMAhXG2T4KHaDDA_oQFggfMAA&url=http%3A%2F%2Fwww.dtic.mil%2Fcgi-bin%2FGetTRDoc%3FAD%3DADA508188&usg=AFQjCNHt8-9ucXnwrowBawiPNADusNn9iQ)

Lopez, C. T. (2010). Army again bests yearly recruiting numbers, quality. *U.S. Army*

Recruiting Command. Retrieved from <http://www.army.mil/article/46505>

Lytell, M. C., & Drasgow, F. (2009). Timely methods: Examining turnover in the U.S.

Military. *Military Psychology*, 21(334-350). doi: 10.1080/08995600802565693.

Merton, R. K. (1968). *Social theory and social structure* (Rev. and enlarged ed.). New

York, NY: The Free Press, Macmillan Publishing Co., Inc.

- Morgan, J. M., Chaplain (Major). (2012). Army values still important for soldiers to observe. *Fort Campbell Courier*: 4th Brigade Combat Team. Retrieved from http://www.fortcampbellcourier.com/news/chaplain_pulpit/article_2617c8ba-3a6c-11ea-8b02-001a4bcf887a.html
- Myers M. (2019). Your Army: Recruiting WOES may delay Army's end strength plans by years. *Army Times*: 80 (4) March 4-11, 2019.
- Myers, M. (2019). Big bonus changes: The cash-fueled effort to recruit and man a bigger force. *Army Times*: 80 (6) April 1-8, 2019.
- Myers, M. (2018). The Army is putting off some involuntary discharges to help build the NCO Corps. (December 12, 2018). Retrieved from <https://www.armytimes.com/news/your-army/2018/12/13/the-army-is-putting-off-some-involuntary-discharges-to-help-build-the-nco-corps/>
- Myers, M. (2018). Army recruiting is heading to the big cities, looking for Americans who've never considering join up. (October 9, 2018). Retrieved from <https://www.armytimes.com/news/your-army/2018/10/09/army-recruiting-is-heading-to-the-big-cities-looking-for-americans-whove-never-considered-joining-up/>
- Nelson, K. E. (2012). Army career and alumni program changes make soldiers transition easier. *Army News Service*. Retrieved from https://www.army.mil/article/84216/army_career_alumni_program_changes_soldiers_transition_easier
- Pellerin, C. (2015). Carter opens all military occupations to women DoD-News, Defense

- media activity. *U.S. Department of Defense*. Retrieved from <http://www.defense.gov/News/Article/Article/632536/carter-opens-all-military-occupations-position-to-women>
- Powers, R. (2014). How to survive military basic training. *About.com Military*. Retrieved on July 27, 2014 from <http://usmilitary.about.com/od/joiningthemilitary/a/basictraining.htm>
- Rostker, B. D., Klerman, J. A., Zander-Cotugno, M. (2014). Recruiting older youths: Insight from a new survey of army recruits. *RAND National Defense Research Institute*. Retrieved from <http://www.rand.org/pdfrd/publications/permission.html>
- Rudestam, K. E., & Newton, R. R. (2015). *Surviving your dissertation: A comprehensive guide to content and process* (4th ed.). Thousand Oaks, CA: Sage Publications, Inc.
- Shannon, N. C. (2013). Exploring the Impact of Marine Corps Recruiters on Entry-Level Attrition. UMI Number: 3601303; Walden University.
- Spoehr, T., & Handy, B. (2018). *The looming national security crisis: Young Americans unable to serve in the military*. The Heritage Foundation. Retrieved from <https://www.heritage.org/defense/report/the-looming-national-security-crisis-young-americans-unable-serve-the-military>
- Ulmer, W. F., Jr., LTG (U.S. Army ret). (2012, June). Toxic leadership: What are we talking about? *Association of the U.S. Army (ASUS) Magazine*. Retrieved from <http://www.ausa.org/publications/armymagazine/archive/2012/06/Documents/UI>

mer_0612.pdf

Ursano, R., Stein, M., Kessler, R. C., Heeringa, S. (2012). *Army study to assess risk.*

Retrieved from University of Michigan, Institute for social research:

<http://www.icpsr.umich.edu/icpsrweb/ICPSR/studies/35197/terms>

U.S. Army. (2015). *Soldier for life – Transition assistance program (TAP).* Retrieved

from <https://www.acap.army.mil/default.aspx>

U.S. Army. (2014). *Army posture statement 2014: A statement of the posture of the U.S.*

Army to the U.S. Senate and House of Representatives. Retrieved from

http://usarmy.vo.llnwd.net/e2/rv5_downloads/aps/aps_2014.pdf

U.S. Army. (2013). *Basic combat training (BCT): The ten-week journey from civilian to*

soldier. Retrieved from [http://www.goarmy.com/soldier-life/becoming-a-](http://www.goarmy.com/soldier-life/becoming-a-soldier/basic-combat-training.html)

[soldier/basic-combat-training.html](http://www.goarmy.com/soldier-life/becoming-a-soldier/basic-combat-training.html)

U.S. Army. (2013). *Extract of Army values poster.* Retrieved from

<http://www.army.mil/values/index.html>

U.S. Army. (2011). *Stand-to: Procedures prior to first light to enhance unity security.*

Retrieved from <http://www.army.mil/standto/archive/2011/04/08>

U.S. Army. (2010). *Initial entry training family handbook. U.S. Army training centers.*

Retrieved from <http://www.tradoc.army.mil/dcgimt/index.htm>

U.S. Army. (n. d.). Human Resources Command (HRC). Retrieved from

<http://www.hrc.army.mil>

U.S. Army Recruiting Command (USAREC). (2013). *G7/9 – Marketing, education, and*

outreach: Goals and mission accomplishments. Retrieved from

<http://www.usarec.army.mil/hq/apa/goals.htm>

U.S. Army Recruiting Command (USAREC FAQ). (2013). *Support army recruiting: Frequently asked questions about recruiting, Army enlistment – cost per accession*. Retrieved from <http://www.usarec.army.mil/support/faqs.htm>

U.S. Army Training and Doctrine Command (TRADOC) Regulation 350-6. (2015). *Enlisted initial entry training policies and administration*. Fort Eustis, VA: Department of the Army. Retrieved from <http://tradoc.army.mil/tpubls/regs/TR350-6.pdf>

U.S. Government Accountability Office (GAO). (2014). Testimony before the subcommittee on oversight and investigations, committee on veterans' affairs, House of Representative. Retrieved from <http://www.gao.gov/products/GAO-14-469T>

U.S. Military Entrance Processing Command (MEPCOM). (2014). *Freedom's front door: Your future begins now*. Retrieved from <http://www.mepcom.army.mil/enlistment.html>

U.S. Selective Service (USSS). (2017). *Selective service system, Annual Report: To the Congress of the United States* Retrieved from <https://www.sss.gov/Portals/0/PDFs/Annual%20Report%202017.pdf>

U.S. Selective Service (USSS). (2014, May 28). *Selective service induction statistics*. Retrieved from <http://www.sss.gov/induct.htm>

U.S. Selective Service (USSS). (2013). *Selective service system, Annual Report: To the Congress of the United States – Fiscal Year 2013*. Retrieved from

<https://www.sss.gov/Portals/0/PDFs/Annual%20Report%202013.pdf>

U.S. Senate. (2002). The Declaration of Independence and the Constitution of the United States. Washington, DC: Cato Institute. Retrieved from

http://www.cato.org/pubs/constitution/declaration_en.html

VFW. (2015). Veterans of Foreign Wars: *About us – Contact us*. Retrieved from

<http://www.vfw.org>

Walden University. (2014). *A higher degree: A higher purpose: Dissertation guidebook*.

Retrieved from <http://researchcenter.waldenu.edu/Officer-of-Student-Research-Support.htm>

White, L.A., Ramsey, M. G., Mullins, H. M., Nye, C. D., & LaPort, K. A. (2014).

Toward a new attrition-screening paradigm: Latest army advances. *Military Psychology*, 26(3), 138-152. Retrieved from

<http://eds.a.ebscohost.com.ezp.waldenulibrary.org/eds/pdfviewer/pdfviewer?sid=7382a01a-8ab6-40ec-8957-a953a2ae1731%40sessionmgr4003&vid=31&hid=4105>

Appendix A:

Definitions

The following operational definitions will assist those not familiar with the U.S. Army culture, language, inner operations, and terminologies.

Advanced Individual Training (AIT) is training given to enlisted personnel subsequent to completion of basic training, to render them qualified for award of a Military Occupation Specialty (MOS)! In addition, this training is conducted at training centers, at Army service schools, and when so directed, by U.S. Strategic Army forces units, which qualifies individuals to perform in an entry or higher MOS (AR 350-1, 2014, p. 220).

Army Career Alumni Program (ACAP) is a program designed in 1991 to reduce veteran's unemployment and help troops adjust to life outside of the Army. The ACAP is flexible to better prepare soldiers for their transition back into civil society (Nelson, 2012, para. 2).

Armed Services Vocation Aptitude Battery (ASVAB) is an enlistment test for recruiting purposes and a student test for a career and vocational counseling purposes. In the enlistment process, the ASVAB measures general trainability. It serves to determine eligibility for enlistment and to establish qualifications for assignment to specific skills (AR 601-210, 2013, para. 5-6).

Army Ethnicity is the "common thread of heritage, customs, and values unique to a group of people" (Daley, 1999, p. 291). Its commonalities define and bond its members and produce an ethnic backdrop to everyday life. A diversity roadmap is a part of the

Army's strategic guidance and training, which helps the U.S. Army, prepare for a changing America and the cultural differences affecting the Army's global capabilities (U.S. Army, 2011).

Army Values is the seven core values of loyalty, duty, respect, selfless-service, honor, integrity, and personal courage. This represents the threads, which bind the soldier's actions and beliefs together, and define their commitment to each other, the units, the nation, and their profession (AR 600-100, 2007, p. 16; U.S. Army, 2013).

Attrition is defined as leaving the force before the end of the contracted term of service (Rostker, Klerman, Zander-Cotugno, 2014, p. 7).

Basic Combat Training (BCT) is training in basic military subjects and fundamental skills used in combat. Training given to newly inducted enlisted personnel, Active Component and Reserve Component personnel without prior military service, or service members with greater than a three-year break in service (AR 350-1, 2014, p. 223).

Certificate of Release or Discharge from Active Duty (DD Form 214) is a document provided to individuals, who retire, receive discharges, or are released from Active Duty (AD) or Active Duty Training (ADT) as a record of their military service (AR 635-200, 2009, para. 3-3).

Characterization of service: is "a determination reflecting a soldier's military behavior and performance of duty during a specific period of service. There are three administrative characters: Honorable, General (under Honorable conditions), and Other than Honorable conditions. Soldiers separated during initial entry training character of service are normally described as uncharacterized" (AR 635-8, 2014, p. 38).

Defense Management Data Center (DMDC) serves under the Secretary of Defense (OUSD) to collate personnel, manpower, training, financial, and other data for the Department of Defense (DOD). This data is a catalogued history of personnel in the military and their family for purposes of healthcare, retirement funding, and other administrative needs (DOD, 2017).

Fiscal Year (FY) is the accounting year for the Federal Government; which begins on October 1, continues through 30 September, and it is designated by the ending calendar year (AR 37-104-4, 2005, p. 44).

Initial Entry Training (IET) is a term, which encompasses the completion of basic training and specialty or branch qualification while serving on active duty or active duty training (AR 601-210, 2013, p. 147).

Junior Enlisted Soldier for this study designates any individual in the age group listed for this study with prior service from the U.S. Army, U.S. Marine Corps, U.S. Navy, U.S. Air Force, and the U.S. Coast Guard applying for consideration in the U.S. Army.

Military Occupational Specialty (MOS) is a job classification, skill, or trade. Each has an alphanumerical representation and a title (e.g., 11B is the MOS for an Infantry Soldier) (AR 601-210, 2013, p. 140, IET Handbook, 2010, p. 10).

Military Service Obligation (MSO) is “when each person becomes a member of an armed force will serve in the Armed Forces for a total of 8-years, unless they are sooner discharge because of personal hardship under regulations prescribed by the Secretary of Defense. Each person covered by subsection (a) who is not a Reserve, and

who is qualified, will, upon their release from active duty, be transferred to a Reserve Component (RC) of their Armed Force to complete the service required by title 10 USC 651(s)” (AR 601-210, 2013, p. 147).

Non-Prior Service (NPS) personnel are “those who have never served in any component of the Armed Forces or who have served less than 180 days of Active Duty (AD) as a member of any component of the Armed Forces.” Members of the “Army Reserve (AR) and Army National Guard (ARNG) applicants must not have been awarded a Military Occupation Specialty (MOS)” (AR 601-210, 2013, p. 147).

Separation is an all-inclusive term applied to a personnel action resulting from release from active duty, discharge, retirement, dropped from the rolls, released from military control of personnel without a military status, or death (AR 635-200, 2009, p. 133).

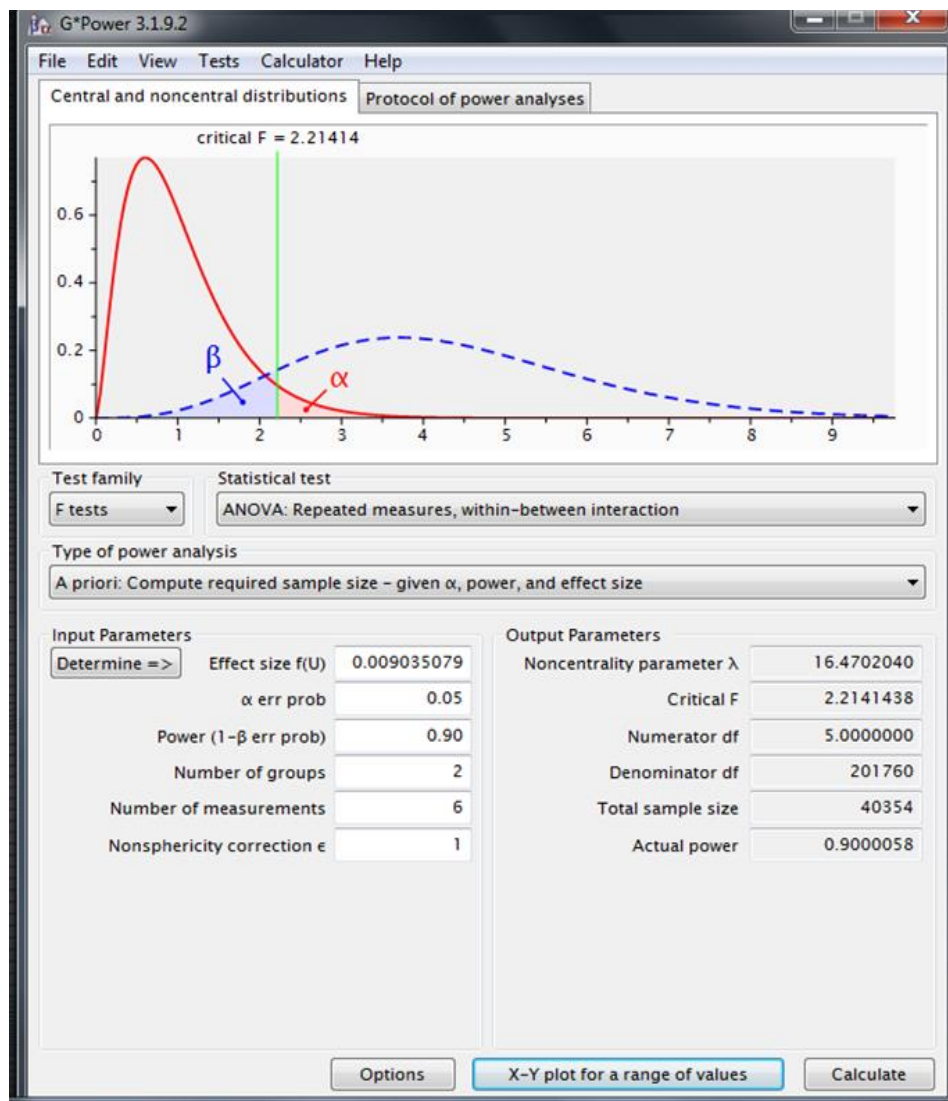
Soldier’s Creed is the first creed a soldier will learn, and it defines a set of values by which the soldier lives, and what they aspire to become as they serve in the U.S. Army (ADRP 6-22, 2013, p. 3-4; U.S. Army, n. d.).

Appendix B:

G*Power Analysis Output

F tests – ANOVA: Repeated measures, within-between interaction

Analysis: A priori: Computation of required sample size



F tests – ANOVA: Repeated measures, within-between interaction

Protocol of power analyses

The screenshot shows the G*Power 3.1.9.2 software interface. The 'Protocol of power analyses' window is active, displaying the following information:

F tests – ANOVA: Repeated measures, within-between interaction
Analysis: A priori: Compute required sample size
Input:
 Effect size $f(U)$ = 0.009035079
 α err prob = 0.05
 Power ($1-\beta$ err prob) = 0.90
 Number of groups = 2
 Number of measurements = 6
 Nonsphericity correction ϵ = 1
Output:
 Noncentrality parameter λ = 16.4702040
 Critical F = 2.2141438
 Numerator df = 5.0000000
 Denominator df = 201760
 Total sample size = 40354
 Actual power = 0.9000058

Buttons: Clear, Save, Print

Test family: F tests
 Statistical test: ANOVA: Repeated measures, within-between interaction
 Type of power analysis: A priori: Compute required sample size – given α , power, and effect size

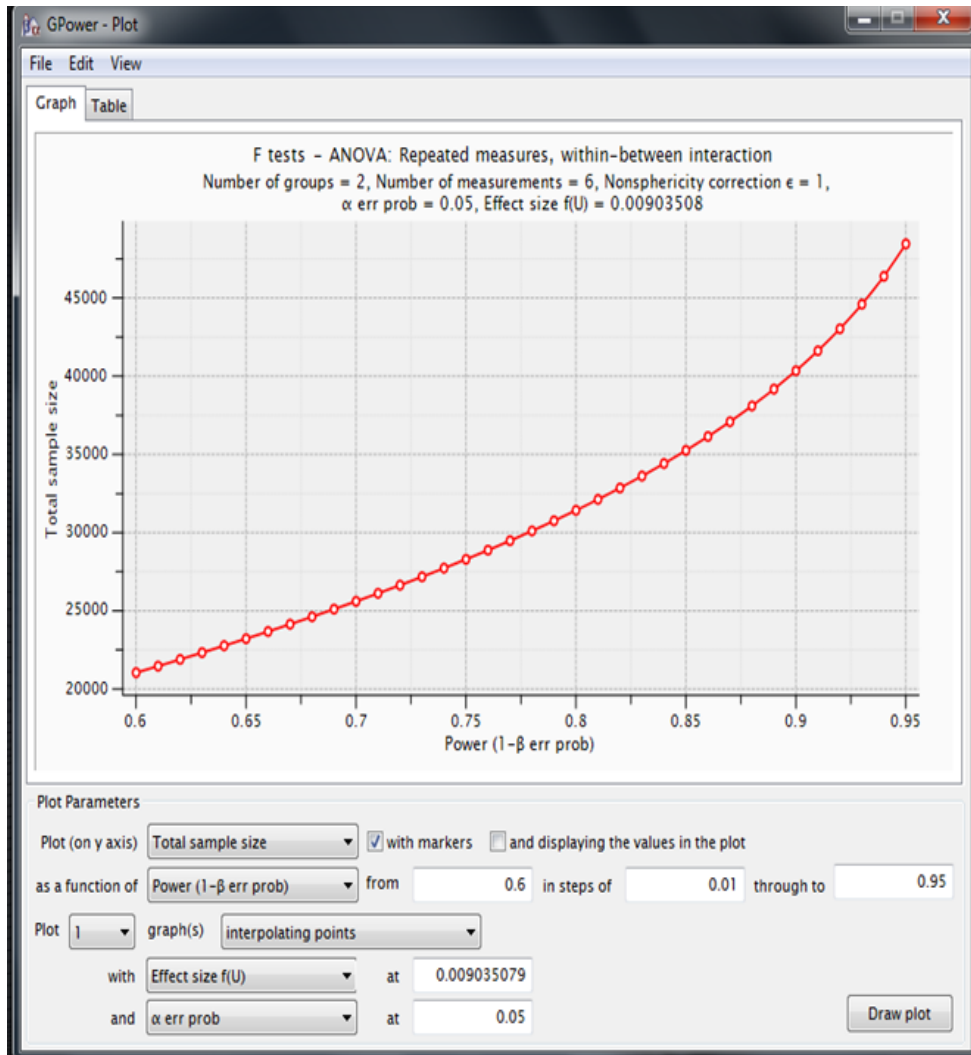
Input Parameters
 Determine => Effect size $f(U)$ 0.009035079
 α err prob 0.05
 Power ($1-\beta$ err prob) 0.90
 Number of groups 2
 Number of measurements 6
 Nonsphericity correction ϵ 1

Output Parameters
 Noncentrality parameter λ 16.4702040
 Critical F 2.2141438
 Numerator df 5.0000000
 Denominator df 201760
 Total sample size 40354
 Actual power 0.9000058

Buttons: Options, X-Y plot for a range of values, Calculate

F tests – ANOVA: Repeated measures, within-between interaction

X-Y plot for a range of values



Appendix C:

SPSS – Factor Analysis Output

Descriptive Statistics

DESCRIPTIVES VARIABLES=RM RA LISoC MRBP Oth EtsVer PF OMS
/STATISTICS=MEAN SUM STDDEV VARIANCE.

Descriptive

Descriptive Statistics					
	N	Sum	Mean	Std. Deviation	Variance
Recruit Mission	6	410,500	68,416.67	7,889.339	62241666.670
Recruit Achievement	6	418,802	69,800.33	7,186.755	51649443.870
Legal Issues, Standards of Conduct	6	51,408	8,568.00	1,128.841	1274281.600
Mil Requirement, Behavior, Performance	6	88,797	14,799.50	2,635.285	6944729.100
Other	6	2,155	359.17	250.207	62603.367
ETS, Voluntary Early Release	6	152,249	25,374.83	4,483.414	20100998.170
Personal, Family	6	22,589	3,764.83	647.857	419718.967
Other Military Service	6	21,154	3,525.67	1,074.192	1153887.867
Valid N (listwise)	6				

```

RELIABILITY
/VARIABLES=INVOL VOL
/SCALE('Enlisted Early Separations') ALL
/MODEL=ALPHA
/STATISTICS=SCALE CORR
/SUMMARY=VARIANCE CORR.

```

Reliability

Scale: Enlisted Early Separations

Case Processing Summary

		N	%
Cases	Valid	6	100.0
	Excluded ^a	0	.0
	Total	6	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha Based on Standardized		
Cronbach's Alpha	Items	N of Items
.869	.881	2

Inter-Item Correlation Matrix

	Involuntary Separation	Voluntary Separations
Involuntary Separation	1.000	.787
Voluntary Separations	.787	1.000

Total Variance Explained

FACTOR

```

/VARIABLES RM RA LISoC MRBP Oth EtsVer PF OMS
/MISSING LISTWISE
/ANALYSIS RM RA LISoC MRBP Oth EtsVer PF OMS
/PRINT INITIAL KMO EXTRACTION ROTATION
/PLOT EIGEN
/CRITERIA MINEIGEN(1) ITERATE(25)
/EXTRACTION PC
/CRITERIA ITERATE(25)
/ROTATION VARIMAX
/METHOD=CORRELATION.

```

----- FACTOR ANALYSIS -----

Total Variance Explained

Component	Total	Initial Eigenvalues	
		% of Variance	Cumulative %
1. Recruiting Targets	5.504	68.805	68.805
2. Recruiting Results	1.780	22.249	91.054
3. Legal Issues, Standards of Conduct	.560	7.004	98.058
4. Military Requirement, Behavior, Performance	.109	1.357	99.415
5. Others	.047	.585	100.000
6. Expiration Term of Service (ETS), Voluntary Early Release	1.968E-16	2.460E-15	100.000
7. Personal, Family	-1.395E-16	-1.743E-15	100.000
8. Other Military Service	-2.932E-16	-3.665E-15	100.000